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STRATEGIC PLANNING FOR A COMMUNITY FOCUSED NON-PROFIT ORGANIZATION

By

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BA in Political Science, Radford University
2004

Presented in
partial fulfillment of the requirements for
the degree of Master of Arts in Liberal Studies
in Social Sciences

Hollins University
Roanoke, Virginia
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Director of Essay: _____
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Dedicated to my Mother who instilled the idea that education
was power in the minds of her children.

The adage that it takes a village could not be truer for this project. I would like to acknowledge the staff and Board of Directors of Family Service of Roanoke Valley for their confidence in me to lead this project that I hope will have a lasting legacy on the agency and our Valley for years to come.

Special acknowledgements to Sharon Thacker and Ruth Cassell for their counsel and support and to Dr. William Krause without whom this project would have never reached its full potential.

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Introduction

When we are able to combine what we practice and what our passions are, that being how we earn a living and how we improve our community, wonderful things can happen. This eight month long project developing the strategic plan for Family Service of Roanoke Valley is one such wonderful thing.

As a development professional, I have always been interested in how committed, engaged individuals have the ability to transform their communities for the better. Taking a donor's passion and combining that with the need of the institution in which I work has always left me with the knowledge that the work I do today will leave a better tomorrow. I am personally driven to ensure that students that follow in my footsteps have the same ability to access an education that I received. Were it not for scholarships and financial assistance to be able to pay for college; I would not be where I am today, the first person in my family to attend college and now so much closer to being the first to obtain a master's degree.

After many years of struggling to find the right project or topic to address through my final essay, by sheer providence the strategic plan for Family Service of Roanoke Valley was coming to a close and in my position as Treasurer I was in a unique position to be involved in the planning for the next strategic plan.

An agency focused on strengthening our community through mental health counseling, personal affairs management, and life skills training, Family Service is an agency that I know first hand is making a tremendous difference in our community. Passionate about Family Service's future and its impact on our community, coupled with my practice as a development professional produced a perfect storm, a storm that has formed Engage 2020, the Strategic Plan for Family Service of Roanoke Valley.

Of further importance to me was the idea that many non-profits in our community and beyond feel that they cannot undertake a strategic planning process, feasibility study, or other large projects without a “high powered” consultant whom they will pay thousands of dollars over the course of the three to six months they are engaged. Simply put, many non-profits can no longer afford to pay for such services while also leaving some of the most critical decisions about strategic directions in the hands of those people. While very committed to the organization and their community, these individuals often remain on the outside without a thorough understanding of the agency and its impact. A strategic plan is not about the process under which it is taken, it is about the outcomes that are produced for the community. These outcomes are at the very heart of what non-profits do, they improve and support the communities in which they operate. They are the local engines of change.

It is my hope that other local engines of change can take this and duplicate the process in their own organizations to help bring about positive change for themselves and our entire community. The project is designed in such a way that any agency can adopt the process used and implement it for their organization.

Norman Vincent Peale once said, “The really happy people are those who have broken the chains of procrastination, those who find satisfaction in doing the job at hand. They’re full of eagerness, zest, productivity. You can be, too”. This project has allowed me to join the ranks of the “really happy people” and to complete a project that brings together my practice and my passions for what I sincerely believe to be something that will improve Family Service of Roanoke Valley and this valley I call home.

History

With a 116 year history of service to the Roanoke Valley, Family Service of Roanoke Valley has seen many changes over its history but has never lost its focus on providing for those most in need in the Roanoke Valley. Founded in 1901 as the Charity Organization Society, the agency soon became known as Associated Charities, and its offices located at 113 1/2 Kirk Ave., just east of City Hall in downtown Roanoke. Under the direction of Mrs. Maggie Read, its primary mission was to evaluate the needs of those seeking financial help in our community and to distribute that assistance. Associated Charities was also one of the first organizations to participate in Roanoke's first community wide giving initiative, the Community Fund Drive in 1924.

As the Valley grew, the needs changed and it was clear that the clients and families served by Associated Charities would often need more than just financial assistance. In 1929 Associated Charities took a new name, the Family Welfare Society, along with a new structure and expanded mission. With no government role in the public or social assistance sector, Family Welfare Society took on that role for the City of Roanoke providing for those needy residents across the city. Following the Wall Street Crash of 1929 and the onset of the Great Depression, charitable funding became scarcer for organizations like the Family Welfare Society which was forced to close its doors in 1935.

It was decided by the Board of Directors led by chair W. C. Stephenson that the agency would suspend operations, but not dissolve, awaiting the call of the Board President to reconvene which came in 1938 at the urging of, and with funding from, the Junior League of Roanoke. With the New Deal in place and a focus on a governmental role in social welfare, the City of Roanoke had by that date its own Welfare Department leading to another change in name and

mission for the Family Welfare Society. Renamed the Family Service Association, the agency focused on services outside of financial assistance to individuals and families from a more general casework viewpoint. The Community Fund was also re-established in Roanoke as the United Fund, which provided a source of ongoing funding for the newly renamed agency.

During the next several decades, the agency worked with a staff of three to four employees and added an increased focus on the prevention of what at the time they termed, “child delinquency” and community support. To further its increased focus on children, the agency became a Foster Care agency licensed by the state, a service it provided until 1965. In 1954, a Legal Aid service began as a program of the Family Service Association, which later became its own separate agency (now known as the Legal Aid Society) in 1967.

In 1966, a merger with the local Traveler's Aid Agency brought about another name change for the agency - now known as the Family Service - Traveler's Aide Association of the Roanoke Valley, Inc. The 1960's saw a time of growth for the agency around the programs offered for the community after the merger. In 1966, Family Service partnered with Total Action against Poverty (now Total Action for Progress) to obtain federal funding to begin the state's first Homemaker program to further support the community and in 1971 a Casework Program for Older Adults. The agency continued to grow to meet the needs of the valley and achieved national accredited status for the first time. Family Service was a leader in the national transition from the Social Casework approach to service delivery to clinical Social Work and began offering internships for Social Work students to further the profession.

In 1984, the agency went through another rebranding to create the name still used today, Family Service of Roanoke Valley. In 1985, Family Service worked with local courts in the Roanoke Valley to begin a Domestic Violence Treatment Program and later that year began

offering employee assistance program type benefits to local employers further increasing the agency's local impact. In 1990, the agency once again focused on youth through the creation of a treatment program for victims of abuse and in 1996 the agency assumed operation of the Teen Outreach Program (TOP), which is today one of the agency's most well-known programs. TOP has been recognized at the local, state, and national levels for its innovative approach to youth prevention and support. In 1998, Family Service expanded its reach by opening its first office outside of Roanoke in Rocky Mount, Va.

From a staff of three to four in the late 1930's, Family Service grew and expanded to a staff of nearly 60 full and part-time team members. This growth led the Board of Directors to purchase and renovate the former C&P Telephone building in downtown Roanoke to create the agency's new home in 2001, just in time for the its 100th anniversary. This move created a time of stability for the agency allowing it to focus on fundraising to expand in 2007 by completing the renovations on its new location on Campbell Avenue and to double its physical capacity to serve the community.

Today, Family Service serves more than 4,000 families each year, in eight major program divisions with a \$2.3 million budget. Services are offered in and out of the office to a diverse client population by a multidisciplinary staff.

Throughout its history and regardless of its name at any given time, Family Service has been focused on addressing the needs of the greater Roanoke community through interventions and support services designed to strengthen families and in turn our entire community.

2013-2016 Strategic Plan

In January 2013, Family Service of Roanoke Valley under the leadership of its new President and CEO worked with a consultant, Kathy Baske Young, on the creation of a strategic plan to run through December 2016. The 2013-2016 Strategic Plan was developed at a time in the agency's history when its long-term President and CEO of 22 years had just retired leaving the agency with a new leader who while native to Roanoke was returning home after a lengthy tenure out of the region.

Over the course of several months, the 2013-2016 Strategic Plan as written by Young was developed to address the strategic direction and needs of the agency over four full years. The 2013-16 Strategic Plan consisted of the following goals and five focus areas:

The community generously invests their time and money because we are good stewards and do important work that improves the lives of the people we serve...

- we ensure that our services are core to our mission and to the community;
- we efficiently operate to meet the needs of our community;
- we measure our effectiveness and are proud of our results;
- we are financially sustainable;
- we are the Employer of Choice among human services agencies

We will achieve these goals by focusing our efforts in the following five areas:

1. Services
2. Marketing/Fundraising
3. Infrastructure (IT and Building)
4. Staff Resources and Development
5. Board Development (Young 9)

The 2013-16 Strategic Plan goes on to list goals for each of the five focus areas further delineated by action items for each of the four years encompassed in the plan. An Action Plan was concurrently developed by the board and staff members to support the strategies and goals outlined in the strategic plan. This action plan included nearly 200 individual actions that were assigned to teams members for completion.

By the close of 2016, nearly all actions items were completed for each goal, except for the infrastructure goal around the implementation of an electronic medical record.

Planning

In an Executive Committee meeting held in the summer of 2016, the President and CEO of Family Service began the discussion of the need to begin a new strategic planning process to follow the 2013-16 plan. At the time, the agency was expecting a nearly \$30,000 loss for the fiscal year ending 2016 and it was decided that the agency would attempt to find a pro-bono counsel or consultant. It was also agreed to extend the 2013-2016 strategic plan to June 30, 2017, to allow the strategic plan to align with the agency's fiscal year.¹

Over course of the summer and fall of 2016, the staff and board of Family Service engaged in conversations with previous board members and other local non-profit leaders to determine who would be able and willing to engage with the agency on the completion of its next strategic plan. As these conversations progressed, no one was able to agree to work with the agency on a pro-bono basis and with no budget line item available to support the engagement of a consultant. I approached the President and CEO about the concept of utilizing the creation of the next strategic plan as part of my final essay process for Hollins University. Upon approval by

¹ Family Service moved from a calendar year fiscal year to a July 1 – June 30 fiscal year mid-way through the 2013-2016 strategic plan.

the Board of Directors, this strategy was agreed to which has resulted in the creation of the Engage 2020 Strategic Plan for Family Service of Roanoke Valley.

To create a robust plan that would move the agency forward, I began by looking at the 2013-2016 Strategic Plan and discussing the needs of the agency with various staff and board members. Having led the strategic plan for various educational non-profits in the past, I was aware of the need to construct a plan that would involve the board, staff, clients, and community from the beginning.

I proposed and it was agreed to utilize a strengths-based community engagement process for the environmental scan needed to inform the strategic plan. The SOAR process as outlined by Stavros and Hinrichs in their *Thin Book of SOAR, Building Strengths-Based Strategy* was selected as the approach for the environmental scan. Utilizing Appreciative Inquiry (AI) methodology, SOAR stands for Strengths, Opportunities, Aspirations, and Results. “Appreciative Inquiry is a philosophy and organizational change approach that builds on the strengths and what is called the life-giving forces of the organization’s existence, its positive core” (Stavros and Hinrichs 6).

It was important that this strategic planning process brought the staff into the process as there has been some internal dissension and general unhappiness among some of the employees. Years of no salary increases and reduced funding had left many feeling unappreciated and overworked with infighting and disagreements among some in the organization’s leadership. Although nothing like what many workplaces deal with in terms of employee dissatisfaction, this process was designed to not only create a document that would be responsive to employee concerns but to also create a process in which they would feel heard, appreciated, and validated.

To begin the strategic planning process, I used the 5-I process to plan for the rollout and generation of the strategic plan. The 5-I's are Initiate, Inquire, Imagine, Innovate, and Inspire to Implement as described in *The Thin Book of Soar* (Stavros and Hinrichs 22).

In addition to using the SOAR process during the environmental scanning process and to inform the entire strategic planning method, *Nonprofit Sustainability, Making Strategic Decisions for Financial Viability* by Bell, Masaoka, and Zimmerman and the corresponding, *The Sustainability Mindset* by Zimmerman and Bell were utilized to inform some of the outcomes of the strategic plan.

During the process, it was determined that we would focus on the creation of a plan that would ask several big questions, which are defined as “an opportunity or threat to which the organization must respond. Usually, it is beyond the scope of the organization’s current strategies, thus requiring a new strategy” (La Piana 72). These big questions, among which were how could we respond to a total loss of funding from United Way and how can we increase the total rewards package of our employees, could not be answered in the three months set-aside for the actual environmental scan and strategic planning process. Instead, this strategic plan will focus on the idea of continuous improvement and broad goals that would move the agency incrementally forward over the next three years to address in response to these and other big questions as they arise.

Process

For the 2017-2020 Strategic Plan Timeline (Appendix A), we utilized an approach that would conduct an environmental scan using surveys and focus groups from our community, strategic conversations with the board and leadership of Family Service, and finally the

compilation of that data and feedback into a plan for implementation over a concise three-month period.

Surveys

Two surveys were constructed and sent to respondents in June 2017. One survey was created for clients that focused on their experience with the agency. The survey's utilized language from the SOAR methodology as well as a Start, Stop, Continue exercise that is designed to get to the core of respondents thoughts about the programming of the agency.

Client survey questions consisted of the following:

1. What is the most important thing to you about Family Service?
2. How could Family Service improve what we currently offer?
3. What program or service should we start (something you or your family/friends/neighbors need that we don't currently offer)?
4. What program or service should we stop (something we currently offer that is no longer needed by your family/friends/neighbors)?
5. How would you rate your overall experience at Family Service? Very Excellent, Excellent, Neutral, Poor, Very Poor.

We had 15 clients respond as follows:

Satisfaction Ranking: 100% rated their interactions with FSRV as very excellent or excellent. When asked what about Family Service is important we heard that staff is: friendly, accessible, professional and neutral, counselors provide real solutions, help me to cope, genuine care shown by all, they make me feel comfortable talking to them, about our hours/location.

When asked about what programs to start we heard about a Veterans Choice Program and

occupational/work assistance for clients, and finally parenting classes. The importance of our children's and youth programming was also raised.

The second survey was created for the community which included donors, friends, partners, along with the board and staff of Family Service. This survey also utilized language from the SOAR methodology as well as a Start, Stop, Continue exercise that is designed to get to the center of respondents thoughts about the programming of the agency.

Community survey questions consisted of the following:

1. What is your relationship with Family Service of Roanoke Valley (FSRV)?
2. Thinking of your relationship to FSRV listed above, how long have you been involved?
3. In your own words, what is the mission of FSRV?
4. Please rate the importance of these FSRV programs to our community.
5. How could FSRV improve our current programs?
6. What program or service should we begin?
7. What program or service should we discontinue?
8. What would you consider to be FSRV's strengths?
9. What opportunities do you think exist for FSRV?
10. What do you believe FSRV should aspire to in the next three to five years? What type of agency/organization should we become? How should we identify ourselves?
11. What results would you seek or measure to determine if we have helped those who we serve and strengthened our community?
12. If FSRV could only do one thing, what should that one thing be?

13. Are there other comments you would like to leave for our Strategic Planning Team to review?

We had 49 member of the community respond (Appendix B), which is summarized as:

3. In your own words, what is the mission of FSRV?

- Strengthen families
- Providing mental health services
- Providing affordable treatment
- Heal trauma
- Assist children and families

4. Most important program?

3- In-home

2- Positive youth development

1 - Outpatient counseling

5. How could FSRV improve our current programs?

- Streamline/narrow focus/find efficiencies
- Reduce wait list
- Marketing outreach
- Focus on staff/retention/training/increase staffing

6. What service or program should we begin?

- Trauma informed care
- Bring back play therapy
- TOP/youth focus
- Children's outreach

- Focus on families/support whole family
7. What program or service should we discontinue?
- Counseling (this was a view held by a very small minority)
 - Too many TOP groups/locations
8. What would you consider to be FSRV's strengths?
- Staff
 - Community partners
 - History
 - How we support the family
 - TOP
 - Reputation
 - Counseling
9. What opportunities do you think exist for FSRV?
- Marketing
 - Mergers/efficiencies
 - Expanded youth focus
 - Staff resources
 - Substance abuse focus
 - More providers hired
10. What do you believe FSRV should aspire to in the next three to five years? What type of agency/organization should we become? How should we identify ourselves?
- Trauma informed center
 - Community leader, be seen as an organization of excellence

- Serve more children
- Premier mental health support provider
- Strengthen current programs

11. What results would you seek or measure to determine if we have helped those who we serve and strengthened our community?

- Survey responses
- Feedback from clients
- Increased reputation
- Increased financial support from the community

12. If FSRV could only do one thing, what should that one thing be?

- Youth to elderly provider
- Sliding fee scale provider
- Child and family focus
- Counseling agency

13. Are there other comments you would like to leave for our Strategic Planning Team to review?

- Improved communications are needed
- Compensation/focus on staff
- Staff too siloed
- Don't know enough to comment

Focus Groups

As the second component of the environmental scan, focus groups began in June 2017 with participants broken into stakeholder groups. The staff of Family Service was invited two

focus group sessions with the Board and Leadership of Family Service invited to a joint focus group session. These sessions were facilitated by Heather Shepardson, Vice President of Human Resources for Carilion Clinic. Donors, friends, partners, and the community at-large was invited to three focus groups that I facilitated. Ms. Shepardson facilitated the staff and board sessions to allow for an open/honest dialogue and not hinder staff or the board from giving their true impressions of the agency which could have occurred had I as a board member facilitated those conversations. Participants not able to attend a focus group were sent the community survey for completion except for staff which participated in both the survey and focus groups. This was designed to allow for maximum input from staff members.

Each focus group regardless of the participants utilized the same structure, presentation (Appendix C), and questions. Participants were given a copy of an Executive Summary (Appendix D) of the agency highlighting its impact and outcomes over the last several years and a copy of the agency's most recent annual report to allow them to familiarize themselves with the agency. These SOAR Sessions were crafted to bring together the Stop, Start, Continue exercise and the SOAR methodology.

The following timeline, rationale for each exercise, the activity itself, time frame, and expected outcomes were used to ensure continuity among the focus groups:

1. Introductions
2. Executive Summary and Overview

- a. Rationale:

To provide participants with an overview of FSRV mission and programming.

- b. Exercise:

Utilize Executive Summary to provide general overview of the agency to the external community and to show internal stakeholders what is being said about the agency in the community groups. The moderator will also provide an overview of the session, the SOAR methodology, and the expected time the session will end.

c. Time:

5 minutes

d. Outcomes:

Greater understanding by participants of FSRV mission and programming to further inform their responses to the activities below.

3. Stop, Start, Continue

a. Rationale:

Designed to elicit individual opinions around the agency, Stop, Start, Continue will serve as the “ice breaker for our sessions” in a quick, easy, interactive format.

b. Exercise:

Participants will be given 9 Post-It notes, three for stop, three for start, and three for continue. They will be given a period of time to write on those notes the three things they would stop at FSRV, Start at FSRV, and Continue at FSRV. Participants will then place their Post-It notes in clusters on the wall grouping like themes together. After the exercise concludes, the recorder will move to the posted thoughts and record the themes that have emerged for each of three questions.

c. Time:

30 minutes internal, 15 minutes external

d. Outcomes:

The Moderator and Recorder will have an understanding of the individual understanding of the themes that have emerged from this exercise and use that to inform further discussions throughout the session. These themes will be brought back to the group as a whole during the SOAR exercise after the Strengths and Opportunities questions have been answered before continuing onto the Aspirations and Results.

4. SOAR

a. Rationale:

SOAR is a strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by including the voices of the relevant stakeholders. Focusing on strengths allows SOAR conversations to center on what an organization is doing right, what skills could be enhanced, and what is compelling to those who have a stake in the organization's success. SOAR creates a framework for Appreciative Inquiry (AI) to occur by "[exploring] "what works" and "how do we do more of what works" as opposed to a more traditional SWOT or diagnostic model of identifying and eliminating problems and/or gaps" (Stavros and Hinrichs 7). We will go through the Strengths and Opportunities portion of SOAR and then bring back the results from the Start, Stop, Continue Exercise before continuing onto Aspirations and Results.

b. Exercise:

SOAR questions will be broken down to look at Strengths, Opportunities, Aspirations, and Results.

Strengths: Guiding question - What can we build on? 10 minutes

- What makes Family Service of Roanoke Valley unique?
- What does Family Service provide to our community that is "first class"?

- What is Family Services greatest asset?
- What does Family Service do well?
- What is our proudest accomplishment in the last two years? What was your role in that accomplishment? (internal only)
- How does Family Service use our strengths to improve the outcome for our clients? (internal only) (Stavros and Hinrichs 16)

Opportunities: Guiding question – What are our clients and community asking for? 10 minutes

- How can we best meet the needs of our community, including:
 - Clients
 - Our community
 - Employees
 - Stakeholders (donors, investors, etc.)
- What are the top three opportunities on which Family Service should focus in the next three to five years?
- How can we differentiate Family Service in the Roanoke area from others in our field?
- What, if any, are possible new programs, services, or processes we should explore?
- What new skills do we need to move forward? (internal only) (Stavros and Hinrichs 17)

Start, Stop, Continue Exercise Results – 10 minutes

Moderator will present the group with the results from the Start, Stop, Continue exercise and bring these items into the conversation around strengths and opportunities before continuing on with the SOAR exercise. We will be moving from the individual thoughts (start, stop, continue) to the group responses (strengths and opportunities) and then bringing those individual and group responses together.

Aspirations: Guiding question – Who do we want to be for our clients and community?

10 minutes

- Reflecting on the strengths, opportunities, and start, stop, continue exercise, who is Family Service? Who should Family Service become? Where should we go in the future?
- What are we deeply passionate about as an organization?
- What strategic initiatives would support these aspirations?
- What is our most compelling aspiration? (internal only) (Stavros and Hinrichs 17)

Results: Guiding question – How do we know we are succeeding? 10 minutes

- What meaningful measures would indicate that we are on track to achieving our goals?
- How will our community know that we are achieving our goals?
- What resources are needed to implement our most vital projects?
- What are the best rewards to support those who achieve our goals? (internal only) (Stavros and Hinrichs 17)

c. Time:

50 minutes external, 70 minutes internal

d. Outcomes:

Moderators will have a broad understanding of group response to all questions and use those answers to ask further probing questions. The recorder will record all relevant items for review by the environmental scanning team after all focus groups are completed.

These sessions are designed to give all stakeholders input into the agency, what they see as its strengths, future direction, aspirations, and future outcomes. This process has been designed to ensure staff input into the process utilizing SOAR and the Appreciative Inquiry model to ensure maximum ownership of staff into the final product.

5. Conclusion

We had over 70 participants across the six focus group sessions which produced the following outcomes:

Employee and Board Focus Groups

Focus Group 1

- Increase technology
- Increase team building
- Increase total rewards (pay)
 - Work-life support
 - Improved physical space
 - Air quality
 - Cleaning
 - Lobby for various clientele
- Increase collaboration
- Evaluate process/intake/efficiencies
- Continue programs/partnerships

- Financial support

Focus Group 2

- Better collaboration
- Increase outreach
- Increase focus on communication between staff and leaders
- Improved transparency
 - “All-hands” multiple times a year
- Internship growth
- Efficiency
- Diversity of staff and clients

Focus Group 3

- Marketing and reputation
 - Name recognition
- Staff development/succession planning
- Partnerships/mergers
- Review of programs/Develop training institute
- Evaluate Total rewards
- Diversity – both employee and client
- Culture/silos/collaboration
- Internal structure

Community Focus Groups outcomes (Appendix E) are summarized as:

Focus Group 1

- Increased community outreach/communication efforts

- Opioid-crisis response/services
- Holistic approach to clients and their families
- Youth focus
- Counseling access/sliding fee scale is key
- Staff and leadership as strength
- Strong reputation
- Creation of referral hub
- Improve the quality of life for our clients

Focus Group 2

- Reduce wait list
- Teen outreach focus/play therapy
- Trauma informed care center
- Broader involvement in advocacy efforts and policy implementation
- Counseling access/sliding fee scale is key
- Location as asset
- Language access grant is a strength, expand services
- We provide culturally competent care
- DBT and EMDR counseling
- Substance abuse focus
- Serve as broker for services/centralized intake
 - Serve as hub for mental health services
 - United Way model
- Staff as strength/asset

- Paid training
- Focus on partnerships

Focus Group 3

- Convener of comprehensive services with complementary partners
- Increased community awareness/partnerships
- Staff and leadership as asset
 - Increased staff
 - Training/compensation
- Youth/teen focus
 - Services for foster children
 - Trauma affected youth
 - Staff is “bedrock”
- Sliding fee scale needs to remain
- Holistic approach to the family
- Facility/location is important to our clients
- Substance abuse counseling as new focus
- Continue to provide services with honor and dignity
- Become one-stop shop for services
- Trauma informed center
- Increased mental wellness opportunities for refugees/underserved populations

Strategic Conversations

agency. Partnerships and collaborations were also heavily discussed likely as a result of the decrease in funding that was announced in spring 2017 by the United Way of the Roanoke Valley. The sustainability of the organization was something that was heavy on the minds of the staff and board members. Our programs, especially counseling and our youth programming (TOP) were also widely praised with almost no desire from our community or any internal stakeholders to radically shift our focus away from the continuum of care from the youngest to the oldest community members currently employed by the agency.

Proposed and approved at this meeting was the concept to focus on three areas for the 2017-2020 strategic plan, People, Programs, and Sustainability. This focus was to be followed by discussions around the mission, vision, and values of the organization.

The second strategic conversation focused on what is at the very center of the agency, our clients, and how our mission, vision, and values inform how we interact and support them and the community at-large. The mission, vision, and values from the 2013-2016 Strategic Plan were:

Our Mission

Family Service of Roanoke Valley improves life and restores hope to the most vulnerable of our neighbors, from the very youngest children to the oldest adults, through prevention, counseling and support services.

Our Vision

Strengthen families. Heal trauma. Restore hope.

Our Values

We recognize inherent strengths in every individual and assume positive intent in every interaction.

We value:

- professional and ethical behavior.
- clear, direct and respectful communication.
- creativity and innovation.
- quality in our program services and our interactions with the community.
- diversity and cultural sensitivity.
- being a part of a caring community. (Young 2)

Much discussion focused on only a few words from the mission statement, including “vulnerable”, “very youngest”, and “support services.” However, the consensus was that at its core, the mission statement did describe what we did and how we did it or put another way, “the social good it intends to create” (La Piana xxii). The group also focused on the important task of asking an additional big question about the scope of the agency’s services. Participants discussed the need to keep serving the continuum of clients from the youngest to oldest. As was the desire of the community, as expressed through the environmental scan, the group decided it would continue to serve all of those clients in some form or fashion.

The difficulty with this strategic conversation was around the idea of “group write” in which you are trying to come to a consensus around a series of words and phrases in a group of around 15 individuals all with their own voice and perspective. While it was important for this exercise regarding the validation of the mission to occur, it resulted in broad ideas and concepts that would later be crafted into a revised mission and vision statement by a small group of board and staff.

The final strategic conversation focused on strategic initiatives and our measures for success. This final forum allowed board members and the leadership team the opportunity to synthesize and review the information they learned from the environmental scan, the focused

discussion of the mission and vision, and express their ideas and concepts for what should be the focus for the next three years.

In leading this session, I asked participants to think about our three focus areas of People (now People and Culture), Programs, and Sustainability and the following concepts were created:

People and Culture

- Communications Plan
 - Breakdown silos, learn not about how but what we do
- Increase fellowship
- Build staff influence/input
- Training Institute
 - For Staff
 - For the Community – revenue generator
- Begin succession planning
- Increase professional development opportunities
- Review total rewards package, compensation/starting salary
- Conduct “alumni” impact review, use in marketing/celebrity tip-off
- Determine our central identity
- Increase recognition of staff
- Increase interaction between staff and board

Programs

- New partnerships/collaborations
- Substance abuse/addictions focus, front and back end, new revenue?
- Wrap around services serving the whole family

- Increased prevention focus
- LGBTQ+ Focus
- Brand Youth programming away from TOP trademark
- Get more intentional in programming outcomes
- Trauma informed center/care model
 - Use to inform messaging
- Expand personal affairs management
- Focus on case management
- Care coordinator
- Ads for specific programs
- Older adults consumer focused services
- More personal stories/impacts
- Sliding fee scale counseling
 - Review how we charge and deliver to ensure progress

Sustainability

- Counseling efficiencies
 - Automatic session reviews/quota/cap
- Identify business lines with capacity
- Grant/funding trends
- Plan for reduction/elimination in United Way funding
- Merger
- Shared Services
- Collaborations

- Take position of strength
- Staff morale/staff retention
- TOP Alumni Event – Youth Awards
- Organizational structure

Over the course of two surveys, six focus groups, three strategic conversations, and months of research, the strategic planning process for Family Service of Roanoke Valley engaged the community and its stakeholders in a way that would ensure their ownership of the agency's new strategic plan. We utilized a community-based approach for a community focused organization and are a stronger agency for the effort.

Engage 2020 Strategic Plan

As stated before, at the center of Family Service of Roanoke Valley are its clients and how our mission, vision, and values inform our interactions with them. The Engage 2020 Strategic Plan produced the following revisions to the mission, vision, and values:

Our Mission

We transform lives to heal trauma and restore hope by making mental health counseling, case management, and life skills training accessible to families and individuals of all ages.

Our Vision

A community invested in health and well-being, recognizing inherent strengths and respecting the honor and dignity of all.

Our Values

We recognize inherent strengths in every individual and assume positive intent in every interaction.

We value:

- professional and ethical behavior.
- consistent, purposeful communication to promote engagement.
- creativity and innovation.
- quality in our program services and our interactions with the community.
- diversity and cultural sensitivity.
- being a part of a caring community.

As a part of those revisions, we also created a Business Model Statement, which is described as, “a useful companion to an organization’s mission statement in several ways...the business model statement helps to remind everyone what the economic drivers are in the organization” (Bell, Masaoka and Zimmerman, Nonprofit Sustainability: Making Strategic Decisions for Financial Viability 62). With the focus on the sustainability of the organization, it was felt that this statement would serve to inform donors, staff, and board about the important economic drivers that allow us to do the work in our community that is so desperately needed.

Business Model Statement

Family Service of Roanoke Valley serves the greater Roanoke Valley region through counseling and case management available regardless of age or ability to pay; leadership, life skills, and service learning activities focused on at-risk youth; and holistic, accessible services to strengthen families, heal trauma and restore hope. People in our community are able to access our services thanks to investments by state and federal agencies, United Ways of Roanoke Valley and Franklin County, fees for direct service, and the generous support of corporate, faith-based, foundation, and individual donors.

The strategic plan itself was created by a team led by myself with input from two senior members of the Family Service staff. This plan brought into focus the discussions of the staff, board, and community to create a strategy to lead the agency into the next decade.

Engage 2020, the Strategic Plan of Family Service of Roanoke Valley

To fulfill our mission and shape our vision, we will...

Strengthen the people and culture of Family Service of Roanoke Valley by:

- Developing and implementing a comprehensive Communications Plan to promote engagement and awareness for internal and external audiences.
- Conceptualizing, launching, and promoting the Family Service Training Institute to provide professional development, direct service provider training opportunities, and revenue generation.
- Building, promoting, and stewarding a culture focused on talent retention, recognition, and support of current and future team members.

Reinforce the programs and impact of Family Service of Roanoke Valley by:

- Developing and conducting a Program Audit to determine the relevance of activities to the intended impact in our community as a part of the FSRV Matrix Map.
- Analyzing and improving methods of service delivery ensuring maximum effectiveness and community impact.
- Continuing to explore the unmet needs of our region to strengthen families, heal trauma, and restore hope.

Guarantee the vitality of Family Service of Roanoke Valley by:

- Developing and conducting a Financial Review to determine the impact of activities on the agency's financial stability as a part of the FSRV Matrix Map.

- Explore methods to improve overall client experience and outcomes.
- Lead community conversations around and explore opportunities for collaboration, shared services, and other partnerships.

The previous focus areas of People and Culture, Programs, and Sustainability became statements that could be easily remembered and recited allowing staff and the board to keep the focus of the strategic plan at the forefront of all decisions. Additionally, each of these strategic statements will be assigned to a standing committee of the Board of Directors which will oversee the implementation and execution, along with staff, of that statement.

The Development and Marketing Committee will take the leadership role around the statement to strengthen the people and culture of Family Service of Roanoke Valley. The Programming Committee will take the leadership role around the statement to reinforce the programs and impact of Family Service of Roanoke Valley. The final statement, guarantee the vitality of Family Service of Roanoke Valley will be taken by the Finance Committee. This strategic plan will be a plan that was created, implemented, and owned by the agency's Board of Directors.

Implementation and Continuous Improvement

The 2013-2016 Strategic Plan for Family Service of Roanoke Valley produced five goals and nearly 200 action items tied to those goals. While this plan certainly did improve the agency in areas, it also saddled staff with actions and the board with reports that were often glossed over or simply checked off because the plan said to do it. The Engage 2020 Strategic Plan is designed to lay out the strategic objectives as outlined above and to work with the board and staff to develop individual actions items in support of those objectives. The agency will also focus on implementing the concept of continuous improvement. "Continuous improvement, sometimes

called continual improvement, is the ongoing improvement of products, services or processes through incremental and breakthrough improvements” (American Society of Quality).

The agency will adopt the six principles of continuous improvement as described by one of its leading advocate, Maggie Millard:

Principle 1 – Improvements are based on small changes, not major paradigm shifts or new inventions.

Principle 2 – Ideas come from employees.

Principle 3 – Incremental improvements are typically inexpensive to implement.

Principle 4 – Employees take ownership and are accountable for improvement.

Principle 5 – Improvement is reflective.

Principle 6 – Improvement is measurable and potentially repeatable. (Millard)

The first step in the creation of actions items in support of the strategic plan was to take each of the objectives and the three goals and synthesize the concepts derived from the environmental scan to produce the following items.

To fulfill our mission and shape our vision, we will strengthen the people and culture of Family Service of Roanoke Valley by:

- Developing and implementing a comprehensive Communications Plan to promote engagement and awareness for internal and external audiences.
 - Complete the Communications Plan as led by Heather Shepardson.
 - Focus on creating a central identity for the agency.
 - Breakdown the silo mentality that exists within the agency, increase knowledge around not about how we do it but about what we do and why we do it.

- Conceptualizing, launching, and promoting the Family Service Training Institute to provide professional development, direct service provider training opportunities, and revenue generation.
 - Increase professional development opportunities, including training and funds for staff.
- Building, promoting, and stewarding a culture focused on talent retention, recognition, and support of current and future team members.
 - Increase fellowship opportunities between staff and between the staff and board.
 - Work to increase staff morale and retention rates.
 - Conduct a review of the total rewards package for current and future staff.
 - Begin succession planning for various areas of the agency.

Reinforce the programs and impact of Family Service of Roanoke Valley by:

- Developing and conducting a Program Audit to determine the relevance of activities to the intended impact in our community as a part of the FSRV Matrix Map.
 - As led by the Programming Committee.
- Analyzing and improving methods of service delivery ensuring maximum effectiveness and community impact.
 - Review how we charge and deliver services to ensure client progress.
 - Explore counseling efficiencies including automatic session reviews/quota/caps.
 - Continue to explore wrap around services for the family

- Continuing to explore the unmet needs of our region to strengthen families, heal trauma, and restore hope.
 - Explore substance abuse/addictions focus with regards to new funding stream to support existing programs.
 - Focus on LGBTQ+ population
 - Explore expansion of personal affairs management
 - Explore case management/care coordination services.

Guarantee the vitality of Family Service of Roanoke Valley by:

- Developing and conducting a Financial Review to determine the impact of activities on the agency's financial stability as a part of the FSRV Matrix Map.
 - As led by the Finance Committee.
- Explore methods to improve overall client experience and outcomes.
 - Explore and implement needed technological and physical plant improvements to improve the agency and client experiences.
 - Explore Youth Awards program and TOP Alumni events.
 - Identify those business lines with additional capacity and develop plans to maximize revenue.
- Lead community conversations around and explore opportunities for collaboration, shared services, and other partnerships.
 - Explore shared services and mergers to strengthen the position of Family Service.
 - Continue to stay apprised of grant and funding trends.
 - Expand grant and fundraising efforts.

Staff will take the leadership role in the creation of more detailed action steps in support of Engage 2020. A Strategic Engagement Group will also be created and will be composed the Board Executive Committee (the final board committee to take a portion of the strategic plan) and the executive leadership of Family Service of Roanoke Valley. This group will meet once every 60 days to review the strategic direction of the organization and bring to the forefront those issues with much be addressed utilizing the agency's focus on continuous improvement.

The first project that will be undertaken by the staff and board committees will be the creation of the Family Service of Roanoke Valley Matrix Map as outlined in *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability* and the corresponding *The Sustainability Mindset*.

As outlined by Bell and Zimmerman, the Matrix Map brings together the impact and profitability of various business lines or programs to create a graphic representation, "to access them together in an integrated manner and make decisions understanding the implications to both our financial viability and mission impact" (Bell and Zimmerman, *The Sustainability Mindset* 15). Fig. 2 below shows a blank matrix map upon which all programs would be plotted. The matrix map does take into the account the relative expense of each program and accounts for those and other measures by sizing the plot accordingly. Fig. 3 from Bell and Zimmerman's companion website, www.nonprofitsustainability.org demonstrates what a completed matrix map would look like.

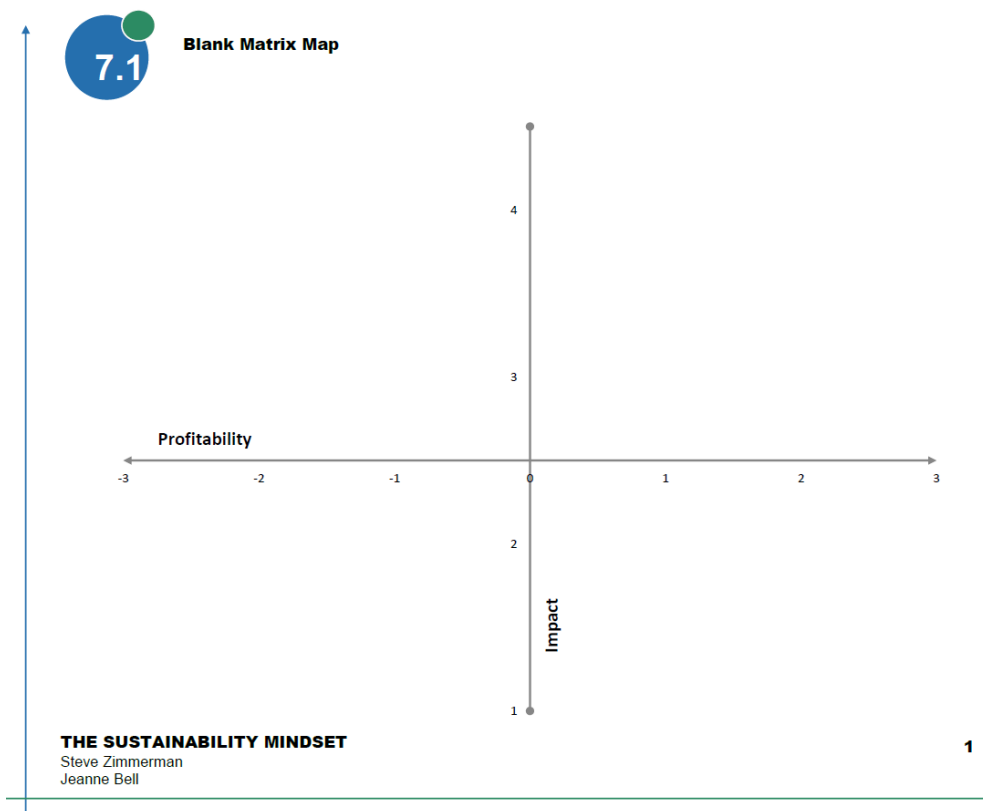


Fig. 2

As with most graphic representations of this kind, the information is easily understood and disseminated after the matrix's creation, allowing for the understanding of the current programming position and how or if programs should be invested in or eliminated.

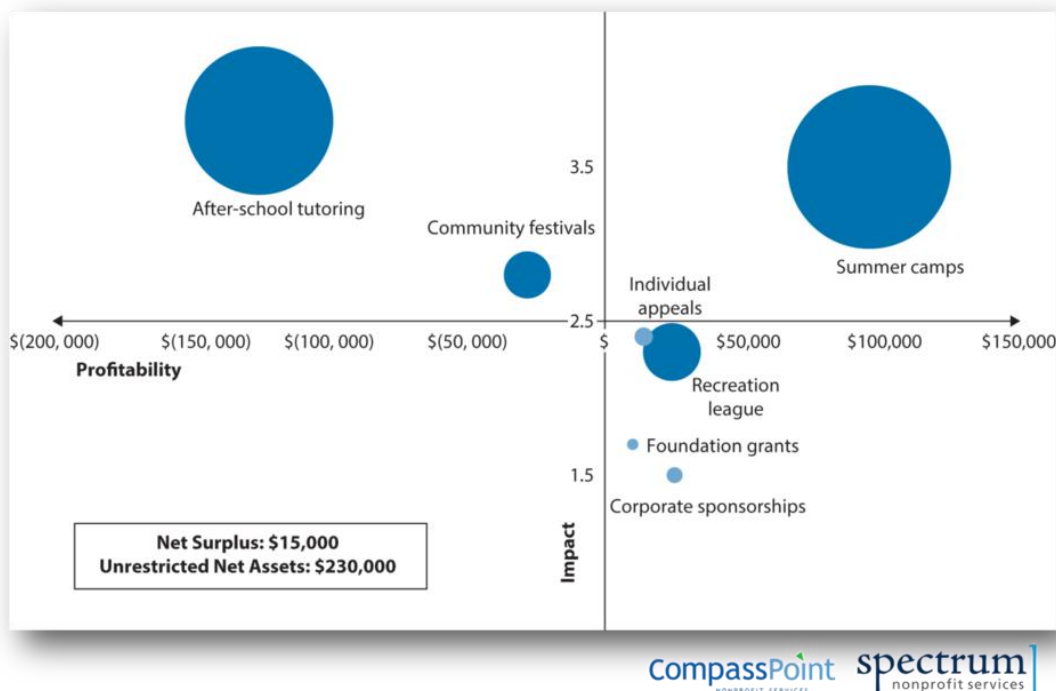


Fig. 3

Bell and Zimmerman add an additional layer to their matrix map by creating a series of review questions for each quadrant (Fig. 4) (172). Once the Financial Review is completed that will determine the profitability and scope of each program and the Program Audit is complete that will determine its impact, each program will be plotted on the agency's matrix map allowing us to answer the questions as envisioned below.

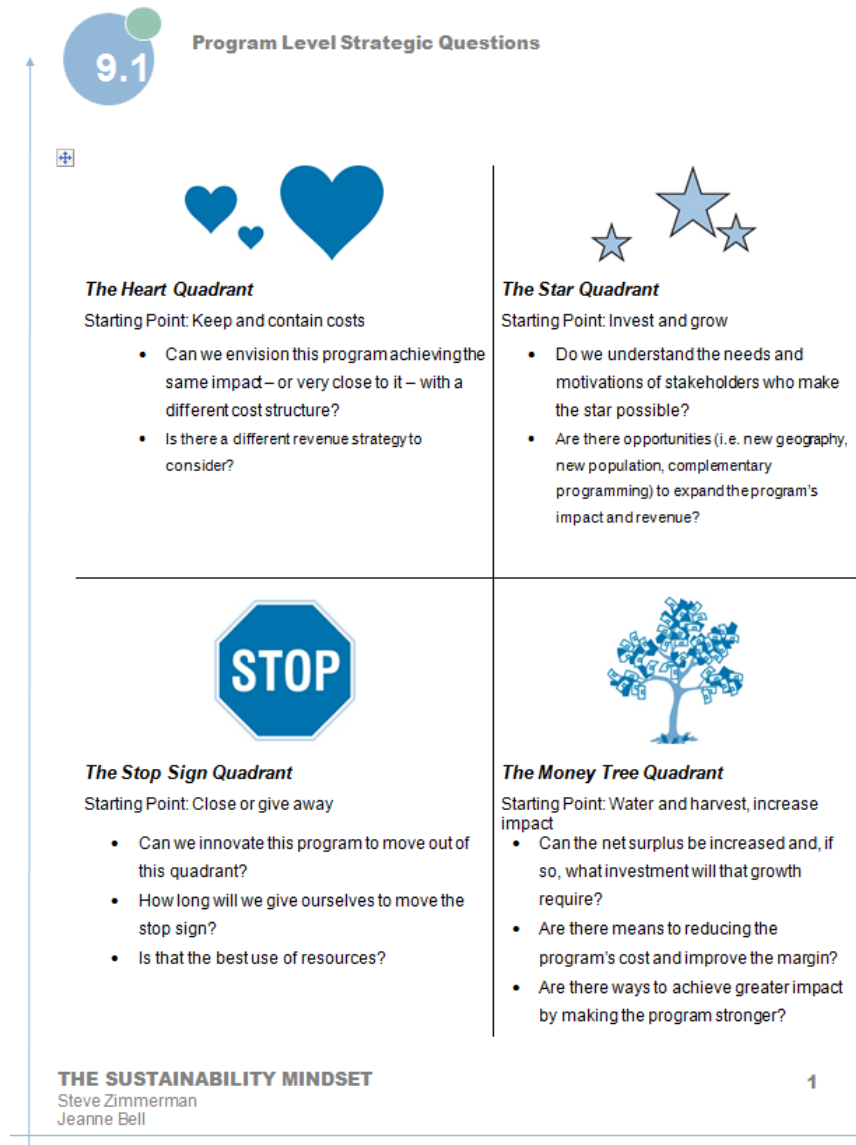


Fig. 4

This matrix map will form the basis for the agency's decisions around grants, programming, and focus for the next several years as a part of Engage 2020.

Conclusions

The undertaking of this strategic planning process has produced some outcomes that would have been expected by many and some outcomes that never materialized that were also expected by many. What has also been produced is a document that reflects the needs of the community Family Service of Roanoke Valley serves, the staff that are the very heart of this agency, the board that holds it in trust for the community, and the clients that are the ultimate beneficiaries of this work.

This Engage 2020 Strategic Plan is just the catalyst, the spark, which will transform the agency over the next several years. It was also my goal to create a document that would breathe a sense of vigor into the agency and I believe that has been accomplished. The objectives and goals included in this plan are just the beginning. As I stated to the Board of Directors when launching this project, my goal was to create a plan that would put us on a sound footing for our next 100 years, and that is what this plan does.

This process has also shown me what a gem of an agency Family Service is. To hear the community sings its praises and to know that 100% of all clients report a positive experience with the agency is something that I wish I could share with the entire community, for then the current funding constraints facing our agency would likely disappear. This is often the “great dilemma” in non-profits – if we could only get the community to know and see what we as the board and staff knows and sees. It is my sincere hope that this plan will be the first step in helping the community to know and see how critical this agency is to this Valley we call home.

The passion this work has created in me will live on well beyond Family Service and Engage 2020. The ability for me to bring my practice and passion together to transform my community for the better is something that I will be eternally grateful for.

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Appendix A

2017 Strategic Thinking Process Timeline

By June 2:

- Email to the board to ask for volunteers to serve on Strategic Planning Task Force and to ask for people they think should be surveyed or included in Focus Group

By June 7:

- Executive Summary of FSRV with facts and figures
- invitation “You have been chosen because you are our partner, etc. “ Emphasize exclusivity!

By June 15:

- Top 5 things FSRV celebrates. Compile staff responses to email: What is staff most proud of. What have we done great? What is our best service? What do you want the community to know?
- Focus Group formations and invitations (invite 15 to get 10 people per group)
- Survey Finalized

June 26 – July 7 Focus Groups

- Wednesday, June 28 1-3 p.m. (Community)
- Thursday, June 29 1:30-3:30 p.m. (Community)
- Thursday, July 6 8 a.m.- 10 a.m. (Board/Leadership)
- Thursday, July 6 11 a.m.-1 p.m. (Community)
- Friday, July 7 11 a.m.-1 p.m. (Community)

July 3 –July 14

- Environmental Scan

- Trend Analysis

July 14 – August 1

- Planning Sessions (Board Task Force and Leadership Team)
- Strategic Objectives Formulation

August 1 – August 14

- Construction of Strategic Plan/Rough Draft
- Implementation Matrix

August 14

- Final Plan for Board review

August 24

- Board approval

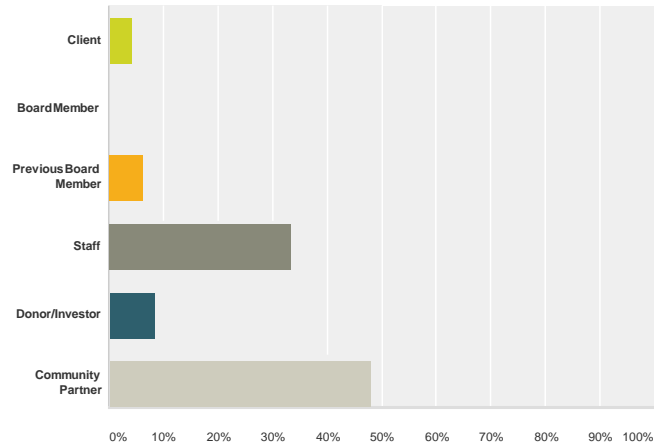
Appendix B

Strengths, Opportunities, Aspirations, Results

SurveyMonkey

Q1 What is your relationship with Family Service of Roanoke Valley (FSRV)?

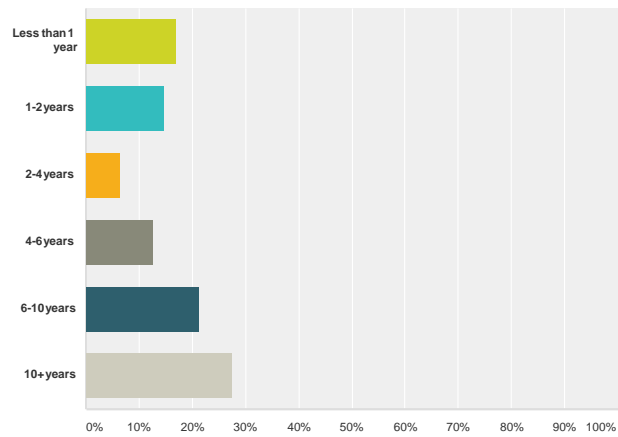
Answered: 48 Skipped: 1



Answer Choices	Responses	
Client	4.17%	2
Board Member	0.00%	0
Previous Board Member	6.25%	3
Staff	33.33%	16
Donor/Investor	8.33%	4
Community Partner	47.92%	23
Total		48

Q2 Thinking of your relationship to FSRV listed above, how long have you been involved with the agency?

Answered: 47 Skipped: 2



Answer Choices	Responses	
Less than 1 year	17.02%	8
1-2 years	14.89%	7
2-4 years	6.38%	3
4-6 years	12.77%	6
6-10 years	21.28%	10
10+ years	27.66%	13
Total		47

Q3 In your own words, what is the mission of FSRV?

Answered: 46 Skipped: 3

#	Responses	Date
1	Strengthen families, heal trauma restore hope	7/7/2017 2:16 PM
2	Focusing on the human element of our community and addressing the issues that can interrupt quality life, progression and sense of self.	7/7/2017 11:42 AM
3	Helping people the best way we can	7/7/2017 11:29 AM
4	To strengthen families	7/7/2017 11:25 AM
5	To provide counseling services to those of all ages meeting the client where they are.	7/7/2017 9:29 AM
6	To provide hope and healing to the emotionally wounded regardless of age and capacity to pay	7/6/2017 5:07 PM
7	To help everyone around us	7/6/2017 4:53 PM
8	To provide quality mental health services to individuals across the life span.	7/6/2017 2:17 PM
9	To strengthen families	7/6/2017 1:51 PM
10	To restore stability to individuals, Families and caregivers through use of skill development, emotional management, and problem-solving strategies to all age groups.	7/6/2017 9:44 AM
11	To serve members of the Roanoke Valley who are suffering due to behavioral health issues.	7/6/2017 7:56 AM
12	To assist clients in finding strength/hope within themselves to face life's challenges.	7/5/2017 2:52 PM
13	strengthen families, Heal trauma, restore hope	7/5/2017 2:40 PM
14	to better the Roanoke community by meeting mental health needs. to involve youth of the community in positive experiences, teach them to serve their community and introduce them to positive mentors	7/5/2017 12:22 PM
15	To provide families with the tools needed to be successful.	7/3/2017 4:24 PM
16	It would be difficult for me to address the issues of this survey due to one valuable factor- limited time in this agency.	7/3/2017 3:01 PM
17	To serve the disadvantaged in the community.	7/3/2017 1:10 PM
18	Counseling and other supportive services for all ages regardless of financial ability.	6/30/2017 10:24 PM
19	counseling services	6/30/2017 9:34 PM
20	?	6/30/2017 11:34 AM
21	Providing mental health services to all ages to heal and restore hope to those hurting in the community.	6/30/2017 7:04 AM
22	To connect people to appropriate services and resources related to positive family dynamics and successful productivity.	6/29/2017 8:47 PM
23	To provide Prevention, treatment recovery and behavioral health services to citizens of the Roanoke Valley.	6/29/2017 2:08 PM
24	To serve victims/survivors and those in the community in need of mental health services in the Valley. No matter what their background or need!	6/29/2017 12:38 PM
25	To help community members maintain and improve their own abilities to serve in their lives and to help those who are unable to speak for themselves have a voice	6/29/2017 12:33 PM
26	To provide affordable treatment services to individuals and families in need.	6/29/2017 12:02 PM
27	To provide counseling and support services to individuals and families in the Roanoke Valley	6/29/2017 10:36 AM
28	To help those in the community who need assistance in their daily lives.	6/28/2017 5:51 PM
29	provide family services to families that they cannot otherwise afford	6/28/2017 5:21 PM
30	To provide psychological, financial and educational services to those who need counseling assistance and social support.	6/27/2017 10:36 PM
31	To strengthen families throughout the Roanoke Valley	6/27/2017 2:58 PM
32	To support the families in our community through counseling and intervention. To improve the lives of family members who struggle with all sorts of problems to include grief and bereavement due to the loss of loved ones.	6/27/2017 2:07 PM
33	Supporting individuals who can not advocate for themselves.	6/27/2017 9:28 AM
34	To help meet the mental health needs of families in the Roanoke Valley	6/26/2017 2:54 PM
35	to collaborate with families so they can achieve self-sufficiency by offering hope, life skill coaching, and therapeutic case management that connects family members with relevant resources as they pursue their own goals	6/24/2017 2:09 AM
36	To provide counseling and supportive services to at risk or vulnerable members of our community	6/23/2017 2:28 PM
37	Provide guidance for students in order to be successful in the classroom and prepare for after graduation.	6/23/2017 1:01 PM

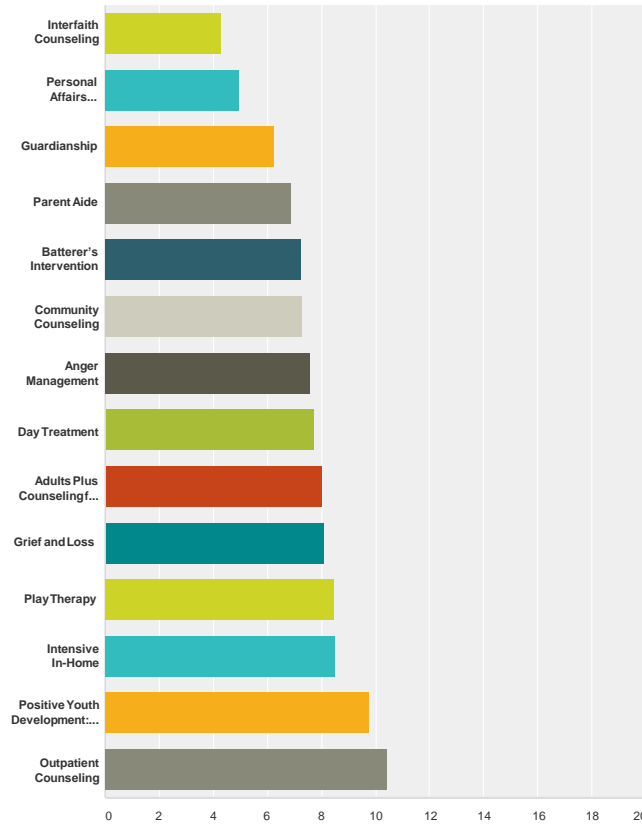
Strengths, Opportunities, Aspirations, Results

SurveyMonkey

38	To serve families in the Roanoke Valley in terms of mental health services	6/22/2017 12:51 PM
39	heal trauma; restore hope	6/22/2017 9:03 AM
40	To provide mental health and related services to the vulnerable in the community.	6/22/2017 7:59 AM
41	To offer counseling services on a sliding scale. Also in school counseling.	6/21/2017 11:00 PM
42	To provide mental health care/counseling to those in need in the community	6/21/2017 10:59 PM
43	Providing the services to counsel and support the needs of Roanoke Valley citizens of all ages.	6/21/2017 9:19 PM
44	Serve the community by providing affordable counseling, in-home assistance and education services to individuals and families	6/21/2017 6:09 PM
45	Give hope and improve the lives of the most vulnerable in our community	6/21/2017 5:31 PM
46	To assist families and children in the Roanoke Valley meet their identified needs to be productive and self-sufficient members of the community. This is provided through various services, i.e. in-home, domestic violence protection, etc.	6/21/2017 5:11 PM

Q4 Please rate the importance of these FSRV programs to our community, from most important to least important.

Answered: 44 Skipped: 5



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total	Score
Interfaith Counseling	0.00% 0	5.13% 2	5.13% 2	0.00% 0	0.00% 0	5.13% 2	2.56% 1	10.26% 4	2.56% 1	7.69% 3	7.69% 3	10.26% 4	5.13% 2	38.46% 15	39	4.31
Personal Affairs Management	0.00% 0	2.50% 1	2.50% 1	0.00% 0	7.50% 3	5.00% 2	7.50% 3	0.00% 0	15.00% 6	12.50% 5	7.50% 3	5.00% 2	22.50% 9	12.50% 5	40	4.97
Guardianship	7.50% 3	5.00% 2	0.00% 0	7.50% 3	5.00% 2	10.00% 4	2.50% 1	5.00% 2	2.50% 1	7.50% 3	10.00% 4	15.00% 6	20.00% 8	2.50% 1	40	6.28
Parent Aide	2.50% 1	5.00% 2	5.00% 2	15.00% 6	0.00% 0	2.50% 1	10.00% 4	7.50% 3	7.50% 3	12.50% 5	12.50% 5	12.50% 5	5.00% 2	2.50% 1	40	6.88
Batterer's Intervention	4.88% 2	7.32% 3	9.76% 4	9.76% 4	2.44% 1	2.44% 1	9.76% 4	12.20% 5	4.88% 2	7.32% 3	2.44% 1	7.32% 3	12.20% 5	7.32% 3	41	7.27
Community Counseling	2.44% 1	4.88% 2	9.76% 4	9.76% 4	7.32% 3	7.32% 3	4.88% 2	9.76% 4	14.63% 6	4.88% 2	2.44% 1	7.32% 3	2.44% 1	12.20% 5	41	7.29
Anger Management	2.50% 1	10.00% 4	10.00% 4	5.00% 2	5.00% 2	10.00% 4	7.50% 3	5.00% 2	12.50% 5	7.50% 3	7.50% 3	10.00% 4	2.50% 1	5.00% 2	40	7.58

Strengths, Opportunities, Aspirations, Results

SurveyMonkey

Day Treatment	4.88% 2	9.76% 4	0.00% 0	2.44% 1	19.51% 8	4.88% 2	9.76% 4	14.63% 6	4.88% 2	7.32% 3	9.76% 4	2.44% 1	9.76% 4	0.00% 0	41	7.73
Adults Plus Counseling for 55+	0.00% 0	4.76% 2	11.90% 5	16.67% 7	7.14% 3	7.14% 3	14.29% 6	7.14% 3	0.00% 0	7.14% 3	11.90% 5	9.52% 4	0.00% 0	2.38% 1	42	8.02
Grief and Loss	2.44% 1	7.32% 3	7.32% 3	7.32% 3	9.76% 4	21.95% 9	4.88% 2	2.44% 1	14.63% 6	7.32% 3	2.44% 1	7.32% 3	2.44% 1	2.44% 1	41	8.12
Play Therapy	16.28% 7	13.95% 6	6.98% 3	2.33% 1	11.63% 5	4.65% 2	4.65% 2	6.98% 3	2.33% 1	2.33% 1	4.65% 2	6.98% 3	4.65% 2	11.63% 5	43	8.49
Intensive In-Home	4.76% 2	11.90% 5	9.52% 4	9.52% 4	9.52% 4	2.38% 1	9.52% 4	14.29% 6	4.76% 2	9.52% 4	7.14% 3	2.38% 1	2.38% 1	2.38% 1	42	8.52
Positive Youth Development: TOP and Positive Action	25.00% 10	5.00% 2	10.00% 4	5.00% 2	12.50% 5	5.00% 2	10.00% 4	5.00% 2	10.00% 4	2.50% 1	2.50% 1	2.50% 1	5.00% 2	0.00% 0	40	9.75
Outpatient Counseling	26.19% 11	7.14% 3	14.29% 6	14.29% 6	2.38% 1	11.90% 5	2.38% 1	2.38% 1	4.76% 2	7.14% 3	4.76% 2	0.00% 0	2.38% 1	0.00% 0	42	10.43

Q5 How could FSRV improve our current programs?

Answered: 33 Skipped: 16

#	Responses	Date
1	narrow focus	7/7/2017 2:16 PM
2	Have a small bus for youth development.	7/7/2017 11:42 AM
3	Company providing transportation for our youth programs with a van /bus	7/7/2017 11:29 AM
4	Hire staff and offer benefits for retention.	7/7/2017 11:25 AM
5	Reach out to the parents of children who attend the TOP programs.	7/7/2017 9:29 AM
6	Partner and not duplicate services	7/6/2017 5:07 PM
7	All of the staff know and understand and be able to tell someone everything that is offered at FSRV	7/6/2017 4:53 PM
8	Increase accessibility (i.e. the waiting list)	7/6/2017 2:17 PM
9	Strengthen counseling department	7/6/2017 1:51 PM
10	Reevaluate at least quarterly and continue to use personal contact, and tradition communication like social media.	7/6/2017 9:44 AM
11	Streamline and prioritize	7/6/2017 7:56 AM
12	Better accessibility. More trained staff to meet biggest need (child and family services), more training/consistency in provision of services (counseling dept.)	7/5/2017 2:52 PM
13	Be more available to the clients by having flexible hours.	7/5/2017 2:40 PM
14	continue to provide training and opportunities to learn more about mental health and problems that the community faces	7/5/2017 12:22 PM
15	Collaborate more with other agencies providing social services to illuminate duplication of services.	7/3/2017 4:24 PM
16	Expand the range of services to a more culturally diverse group	7/3/2017 1:10 PM
17	hire more providers. People have to wait too long before receiving needed services.	6/30/2017 9:34 PM
18	nothing come to mind	6/30/2017 11:34 AM
19	Continuing to do marketing and out reach to communities - out reach is imperative to reach those who could benefit from the services offered!	6/29/2017 8:47 PM
20	I am not sure which programs should be improved	6/29/2017 12:33 PM
21	I am not familiar enough with all programs to be able to rate them or tell you how to improve on them.	6/29/2017 12:02 PM
22	Consistent staff training.	6/27/2017 9:28 AM
23	Expand existing services	6/26/2017 2:54 PM
24	transforming counseling into interdisciplinary plans of care with goals that include self-sufficiency and the meeting of basic needs, not just skills for coping with stress but therapeutic case management that leads to reducing the causes of stress	6/24/2017 2:09 AM
25	Improve capacity to help reduce wait-listing	6/23/2017 2:28 PM
26	I'm not sure.	6/22/2017 12:51 PM
27	Unknown	6/22/2017 7:59 AM
28	Not sure	6/21/2017 11:00 PM
29	Better understanding in the community of all services offered	6/21/2017 10:59 PM
30	Unsure as I've never needed to utilize them.	6/21/2017 9:19 PM
31	Achieve a higher profile for client attraction to the services provided	6/21/2017 6:09 PM
32	Are there efficiencies to be found within the operation, i.e., programs that are may not be serving the greatest need in the community?	6/21/2017 5:31 PM
33	Parent aide program be available on demand to assist with teaching parents to house keep, budget and supervise their children. It is an intensive in-home service need, that is not at a therapeutic level.	6/21/2017 5:11 PM

Q6 What program or service should we begin?

Answered: 34 Skipped: 15

#	Responses	Date
1	trauma informed care	7/7/2017 2:16 PM
2	Have a small bus for youth development.	7/7/2017 11:42 AM
3	Restart Play Therapy ASAP	7/7/2017 11:25 AM
4	I am not aware of many parenting classes. We have many youth services such as TOP and Positive Action however it would be nice to reach out to parents in a similar way. Or even start with early intervention.	7/7/2017 9:29 AM
5	DBT and EMDR	7/6/2017 5:07 PM
6	I am not sure	7/6/2017 4:53 PM
7	Expand the play therapy institute to include other services delivery methods.	7/6/2017 2:17 PM
8	Counseling	7/6/2017 1:51 PM
9	Revamp copay incentives. Consider strategic home visits to assisted living, nursing homes, and private self-care homes	7/6/2017 9:44 AM
10	Solidify what is there, but maybe focus more on a family approach	7/6/2017 7:56 AM
11	Something to support a current program (i.e. case management, psychiatry, attachment assessments, etc)	7/5/2017 2:52 PM
12	Support for domestic violence victims	7/5/2017 2:40 PM
13	Offer services to pre-school children (from birth to kinder).	7/3/2017 1:10 PM
14	Do not know enough about current programs to comment.	6/30/2017 9:34 PM
15	?	6/30/2017 11:34 AM
16	None without additional funding	6/30/2017 7:04 AM
17	Continue those in place and push promotion!	6/29/2017 8:47 PM
18	Any services possible to serve indigent populations	6/29/2017 2:08 PM
19	more child therapy for trauma informed counseling and for 3-9yo	6/29/2017 12:38 PM
20	Guardianship	6/29/2017 12:33 PM
21	sexual abuse or LGBT issues with youth	6/28/2017 5:21 PM
22	Counseling for grieving children. Something like the Dougie Center in Portland, Oregon.	6/27/2017 2:07 PM
23	Additional guardianship CM.	6/27/2017 9:28 AM
24	Teen Outreach Program	6/26/2017 2:54 PM
25	parent (family) support specialists	6/24/2017 2:09 AM
26	Expand work with refugee, immigrant members of our community. Additional translation services outside of the victims of crime - health wellness interpreter program.	6/23/2017 2:28 PM
27	Please continue to provide opportunities through the career and technical courses.	6/23/2017 1:01 PM
28	More children's outreach as this seems to be a gap.	6/22/2017 12:51 PM
29	Unknown	6/22/2017 7:59 AM
30	Not sure	6/21/2017 11:00 PM
31	consider one substance use provider	6/21/2017 10:59 PM
32	Unsure	6/21/2017 9:19 PM
33	Coordinate with CHIP for in-home services to the pre-natal to kindergarten population	6/21/2017 6:09 PM
34	Without understanding future funding challenges/sources, it would be hard to justify taking on a new service, unless it is off-set with a current program that would be removed.	6/21/2017 5:31 PM

Q7 What program or service should we discontinue?

Answered: 30 Skipped: 19

#	Responses	Date
1	Using our cars for taking the kids places.	7/7/2017 11:42 AM
2	None	7/7/2017 11:29 AM
3	Possibly Parent Aide.	7/7/2017 11:25 AM
4	Not necessarily discontinue but perhaps condense the TOP groups. There are so many locations and during school breaks attendance is down at certain locations.	7/7/2017 9:29 AM
5	If profitability is important then counseling	7/6/2017 5:07 PM
6	None	7/6/2017 4:53 PM
7	None at the present time.	7/6/2017 2:17 PM
8	I don't really know because I don't have a complete picture of what the various programs are doing. I would suggest looking at what other agencies are doing the same programs eg. Intensive In Home and decide whether we have enough resources to support these programs at FSRV	7/6/2017 1:51 PM
9	All current services abundantly outlined community needs and should only be revamped.	7/6/2017 9:44 AM
10	Several of the programs listed above typically are a part of the larger programs, so unsure why they need to be singled out, e.g., interfaith counseling is a part of Outpatient Counseling.	7/6/2017 7:56 AM
11	Although anger management/batters' intervention is important work, it invites a population in that is potentially in conflict with young children and abused adults. Perhaps if it continues it could be held on an evening when the agency is closed to counseling services.	7/5/2017 2:52 PM
12	I think all of the services, including the interpreter services that FSRV provides are very valuable to the community	7/5/2017 12:22 PM
13	None	7/3/2017 1:10 PM
14	Do not know enough about current programs to comment.	6/30/2017 9:34 PM
15	?	6/30/2017 11:34 AM
16	None	6/29/2017 8:47 PM
17	Not qualified to answer	6/29/2017 2:08 PM
18	none	6/29/2017 12:38 PM
19	None	6/29/2017 12:33 PM
20	None	6/27/2017 2:07 PM
21	perhaps batterers interventions?	6/24/2017 2:09 AM
22	All programs must be continued. The prioritizing on what a family needs the most makes the difference.	6/23/2017 1:01 PM
23	N/A	6/22/2017 12:51 PM
24	Unknown	6/22/2017 7:59 AM
25	Judge by numeric assessment	6/21/2017 11:00 PM
26	not sure	6/21/2017 10:59 PM
27	Unsure	6/21/2017 9:19 PM
28	I don't know enough about the current budget priorities and issues to comment	6/21/2017 6:09 PM
29	If funding declines, some hard choices will have to be made. As it is now, it's challenging when you cover youth to elderly (and all in between), with various programs designed to assist that wide audience of clients.	6/21/2017 5:31 PM
30	There are many day treatment programs available in this community, may want to access need for this continuing.	6/21/2017 5:11 PM

Q8 What would you consider to be FSRV's strengths?

Answered: 39 Skipped: 10

#	Responses	Date
1	focus on families; excellent staff	7/7/2017 2:16 PM
2	Community partner relations, staff that are passionate about youth development and great teamwork.	7/7/2017 11:42 AM
3	Providing a wide variety of program that hits just about everyone in the community	7/7/2017 11:29 AM
4	Commitment to Mission Statement.	7/7/2017 11:25 AM
5	The willingness to meet a client where they are at. For example in home counseling is literally in the client's home. The counselor meets them on their comfort level based on their needs. The willingness to accept interns and provide full support and guidance through the process.	7/7/2017 9:29 AM
6	Excellent staff. Client centered	7/6/2017 5:07 PM
7	Caring for the community	7/6/2017 4:53 PM
8	1. Commitment to quality services across the life span. 2. The quality clinicians providing those services. 3. The leadership ensuring organizational viability.	7/6/2017 2:17 PM
9	It has been a supportive community in which to work. At this point that is being challenged.	7/6/2017 1:51 PM
10	Always the expertise and integrity of our staff surrounded by their dedication to be respectful and sincere.	7/6/2017 9:44 AM
11	History and willingness to serve those who otherwise would not be served.	7/6/2017 7:56 AM
12	Ability to serve those with an inability to pay; and take on clients with intensive need that cannot be met by a private outpatient office.	7/5/2017 2:52 PM
13	ability to offer low-cost services.	7/5/2017 2:40 PM
14	the dedication of the staff and the quality programming and counseling that we provide	7/5/2017 12:22 PM
15	The ability to address the family.	7/3/2017 4:24 PM
16	Flexibility and strong support from leadership in Youth Dev.	7/3/2017 1:10 PM
17	Longevity. Location. Partnerships. Quality of programs/services.	6/30/2017 10:24 PM
18	Leadership focused on the community	6/30/2017 9:34 PM
19	TOP and collaboration	6/30/2017 11:34 AM
20	Strong compassionate leadership team Hard working staff Compassionate, caring staff	6/30/2017 7:04 AM
21	Great people who love helping people!	6/29/2017 8:47 PM
22	Diversity of programs & Services	6/29/2017 2:08 PM
23	the amount of programs offered	6/29/2017 12:38 PM
24	Ability to reach someone most every time we call	6/29/2017 12:33 PM
25	Reputation in the community; accessible and affordable counseling; and the guardianship program.	6/29/2017 12:02 PM
26	Interest in identifying needs of community	6/27/2017 10:36 PM
27	Great personnel. (caring and thoughtful.)	6/27/2017 2:07 PM
28	They are always available for consult or direction.	6/27/2017 9:28 AM
29	Counseling services	6/26/2017 2:54 PM
30	FSRV has a history of being a trusted community partner - bringing agencies together to strengthen families	6/24/2017 2:09 AM
31	The partnership must continue to have clear communication among all stakeholders.	6/23/2017 1:01 PM
32	Great staff!	6/22/2017 12:51 PM
33	Front line staff—counselors, etc.	6/22/2017 7:59 AM
34	Caring spirit.	6/21/2017 11:00 PM
35	staff/counselors/kind attitudes	6/21/2017 10:59 PM
36	Counseling to all ages	6/21/2017 9:19 PM
37	Lengthy history of professionalism in services provided and the ability to serve the poorer segments of our population at affordable costs to the clients	6/21/2017 6:09 PM
38	Rich legacy. Reputational strength. Knowledgeable and trained staff. Staff who are considered community resource experts.	6/21/2017 5:31 PM
39	Listening and be part of community needs assessments to help fill gaps.	6/21/2017 5:11 PM

Q9 What opportunities do you think exist for FSRV?

Answered: 35 Skipped: 14

#	Responses	Date
1	mergers in order to grow infrastructure and capacity within focused areas	7/7/2017 2:16 PM
2	To extend the youth programs beyond high school. Help the newly graduated to transition to college, work, technical school. It is a tricky time after HS and this may help to keep them from slipping through the cracks.	7/7/2017 11:42 AM
3	expanding in to more youth driven programs to provide TOP, PA and community counseling	7/7/2017 11:29 AM
4	Continue excellent marketing and partnerships.	7/7/2017 11:25 AM
5	Provide unmet group counseling	7/6/2017 5:07 PM
6	Expanding our services in the community	7/6/2017 4:53 PM
7	Increased partnership opportunities; potentially leading to merger. To become known as the training center for future mental health clinicians. To have a louder advocacy voice related to local/state responses to mental health services.	7/6/2017 2:17 PM
8	To be able to pay counselors at market rate. To maintain a core group of full time counselors	7/6/2017 1:51 PM
9	I am confident that there is commitment to be helpful and resourcefulness in our leadership.	7/6/2017 9:44 AM
10	to highlight the above: history and serving those for whom there are no services, otherwise	7/6/2017 7:56 AM
11	Marketing to additional family populations (middle class) who have ability to pay for services to balance work with under-insured.	7/5/2017 2:52 PM
12	Offer services to help people get back on their feet financially. Programs to teach clients about budget planning and financial counseling.	7/5/2017 2:40 PM
13	more ways to bring Roanoke's youth together	7/5/2017 12:22 PM
14	Ability to collaborate and share data among social service agencies to illuminate duplication.	7/3/2017 4:24 PM
15	The opportunity to serve the community	7/3/2017 1:10 PM
16	Do not know enough about current programs to comment.	6/30/2017 9:34 PM
17	continue partnerships	6/30/2017 11:34 AM
18	Partnership with other agencies Increased awareness of the agency mission within the community Increase private funding	6/30/2017 7:04 AM
19	FSRV does a great job partnering with other non profits to help others.	6/29/2017 8:47 PM
20	More SA treatment	6/29/2017 2:08 PM
21	Drug and alcohol counseling	6/29/2017 12:33 PM
22	Mental health service needs and in particular, substance abuse needs will always exist. More services for families affected by opioid abuse.	6/29/2017 12:02 PM
23	Stronger ties with courts and schools	6/27/2017 10:36 PM
24	Setting up a program like the Dougie Center.	6/27/2017 2:07 PM
25	unsure	6/26/2017 2:54 PM
26	family strengthening that offers resources throughout the lifespan is so unique and important - taking services into the home, using wraparound best practices - whether the client is a vulnerable family with children or an elderly family member. Interdisciplinary care planning and case management services that incorporates parent support specialists - a new type of Medicaid reimbursable service - might be a new opportunity. These services can be home-based, community-based, faith-based: mobile and culturally sensitive.	6/24/2017 2:09 AM
27	Additional community organization partnerships	6/23/2017 2:28 PM
28	At this moment, I am not able to answer this question.	6/23/2017 1:01 PM
29	N/A	6/22/2017 12:51 PM
30	Unknown	6/22/2017 7:59 AM
31	Expand all services	6/21/2017 11:00 PM
32	as many providers as possible	6/21/2017 10:59 PM
33	Provision of services to the uninsured and high deductible folks	6/21/2017 6:09 PM
34	There are always opportunities to lift up, better define where the org fits within the community's needs, and enhance quality of offerings.	6/21/2017 5:31 PM
35	Possibly providing in-home services as part of foster care therapeutic program.	6/21/2017 5:11 PM

Q10 What do you believe FSRV should aspire to in the next three to five years? What type of agency/organization should we become? How should we identify ourselves?

Answered: 27 Skipped: 22

#	Responses	Date
1	Trauma services	7/7/2017 2:16 PM
2	We should be a leading community leader that supports all facets of our community. Address the refugee crisis, support for refugees within our community.	7/7/2017 11:42 AM
3	Find more resources to assist the uninsured and continue to reach out to our diverse population	7/7/2017 11:25 AM
4	I feel it would be	7/7/2017 9:29 AM
5	More accessible to those in need	7/6/2017 5:07 PM
6	I believe we are in the right direction of who we should become. We just need to continue to strengthen each other.	7/6/2017 4:53 PM
7	A more fiscally stable one! Through merger, partnership, or differentiation in services that allows access to niche funding streams.	7/6/2017 2:17 PM
8	Make a decision about whether you can support a strong counseling department	7/6/2017 1:51 PM
9	Probably on younger clientele with emphasis on mid to late teens since this is under served.	7/6/2017 9:44 AM
10	Maintain the history and identity, but become more focused and work more on alternative funding	7/6/2017 7:56 AM
11	There is such a lack of child service providers in the area. If we focused on this work and issues related to family functioning as a whole I think there would be a steady stream of business as well as resources to pay.	7/5/2017 2:52 PM
12	the identity tied to the mission statement, to heal the community, is a good one.	7/5/2017 12:22 PM
13	Assess the needs of the community and adjust services available if the services do not currently match the needs.	7/3/2017 4:24 PM
14	Do not fully comprehend the reach and abilities of FSRV to comment.	6/30/2017 9:34 PM
15	as a community safety net	6/30/2017 11:34 AM
16	To continue providing services to the community - and eventually providing wrap around services for children and families within community based schools!	6/29/2017 8:47 PM
17	Not qualified to answer	6/29/2017 2:08 PM
18	I like you the way you are	6/29/2017 12:33 PM
19	Safety net for elders who have little support and keeping children safe and in school	6/27/2017 10:36 PM
20	Continue to provide quality services to the valley. Try to maintain the current level of services	6/26/2017 2:54 PM
21	Strengthening resiliency and promoting protective factors working with families of children and youth provides a platform of hope for a better future not just for the individuals and families but also for our community. It gives us all hope for a brighter future that is inclusive!	6/24/2017 2:09 AM
22	Free resource? Premier mental health support in our region.	6/22/2017 12:51 PM
23	Beyond my scope of awareness re: the agency	6/22/2017 7:59 AM
24	continue to expand numbers you can treat, not necessarily types of services	6/21/2017 10:59 PM
25	Maintain sliding scale fee structure, anger management and elder assistance programs	6/21/2017 6:09 PM
26	I believe the role of any service org like FSRV is to be responsive, flexible to what the community needs may be. You should aspire to be an org of excellence in all you do; the go-to choice for services and the go-to choice for employment....period.	6/21/2017 5:31 PM
27	Continuing to provide services for the elder and disabled adult population is important and much needed, both guardianship and counseling. Also, focus on strengthening some of the programs offered to families and children. Instead of expanding more programs, strengthen the existing programs.	6/21/2017 5:11 PM

Q11 What results would you seek or measure to determine if we have helped those who we serve and strengthened our community?

Answered: 26 Skipped: 23

#	Responses	Date
1	Increase graduation rate, reduce teen pregnancy, decrease in reported sexual transmitted infections, increase school attendance, reduce bullying.	7/7/2017 11:42 AM
2	Client Follow up	7/7/2017 11:25 AM
3	Feedback from clients and community	7/6/2017 5:07 PM
4	Seeing the difference through my own eyes	7/6/2017 4:53 PM
5	Goal attainment; reduction in risk factors, client satisfaction, etc. Outcomes would depend greatly on the service and the target population.	7/6/2017 2:17 PM
6	partly - reputation.	7/6/2017 1:51 PM
7	Measure by the feedback from our clients.	7/6/2017 9:44 AM
8	People served who otherwise would not have been served	7/6/2017 7:56 AM
9	Client feedback via a specific measure which accurately reflects child work (current survey does not accurately address child therapy goals). Partner agency feedback (i.e. courts, GALs, social services, schools, and other behavioral health providers about whether we are collaborating, and advocating for children/families as needed as child clients may not reach counseling goals during their attendance.	7/5/2017 2:52 PM
10	with the court ordered programs, whether they experience similar problems would be a good measurement.	7/5/2017 12:22 PM
11	Statistics of people utilizing social services from social service agencies.	7/3/2017 4:24 PM
12	I do not know or understand enough to comment	6/30/2017 9:34 PM
13	?	6/30/2017 11:34 AM
14	Client satisfaction	6/30/2017 7:04 AM
15	By the numbers! Showing the numbers of clients served	6/29/2017 8:47 PM
16	Personal responses	6/29/2017 12:33 PM
17	Survey those who are familiar with your client and have them assess your success	6/27/2017 10:36 PM
18	Contact: Susan Giambalvo, LCSW Program Director The Center for Grieving Children (207) 775-5216 ext. 102 555 Forest Avenue Portland, Maine 04101	6/27/2017 2:07 PM
19	Youth who graduate high school; youth making healthier choices as measured by the YRBS; raising the employment levels in those census tracts where unemployment and median income are so low; access to health and wellness supports for families including mental health services delivered as evident in Community Health Needs Assessments reports on perceived access	6/24/2017 2:09 AM
20	N/A	6/22/2017 12:51 PM
21	Unknown	6/22/2017 7:59 AM
22	Positive evaluations by clients. Number of clients increasing	6/21/2017 11:00 PM
23	one year outcomes	6/21/2017 10:59 PM
24	I would look at the number of referrals from our referral sources and weigh some feedback from client follow up	6/21/2017 6:09 PM
25	I would like to see the community value the work you do as evidenced by financial support. If the community does not understand/see the value, they will not financially support it. No longer can orgs lean on UWVRV to provide substantial funding.	6/21/2017 5:31 PM
26	Children in foster care being able to return to their families or relatives. Children not coming into foster care. Elder adults having access to safe and competent guardians. Elder adults getting counseling address mental health issues including trauma, separation, grief and loss as well as substance misuse/abuse.	6/21/2017 5:11 PM

Q12 If FSRV could only do one thing, what should that one thing be?

Answered: 31 Skipped: 18

#	Responses	Date
1	Play therapy	7/7/2017 2:16 PM
2	A place for the hurting people of Roanoke to come to for help.	7/7/2017 11:42 AM
3	Be true to core values and mission statement.	7/7/2017 11:25 AM
4	In home counseling. I believe it is a unique service allowing the counselor to go to the client meeting them where they are.	7/7/2017 9:29 AM
5	Care for needs of the youth and elderly	7/6/2017 5:07 PM
6	I am not sure	7/6/2017 4:53 PM
7	Nope, not going to choose!	7/6/2017 2:17 PM
8	One important thing is to provide counseling on a sliding scale which I do not think is done to any significant degree in any other agency in town.	7/6/2017 1:51 PM
9	Develop consistent funding.	7/6/2017 9:44 AM
10	Professional counseling, requiring credentialed staff, that focuses on the family and incorporates whatever that family requires to become stronger	7/6/2017 7:56 AM
11	Child and family work	7/5/2017 2:52 PM
12	this is hard to answer, because all 3 departments provide immensely valuable services	7/5/2017 12:22 PM
13	Parent/Guardian and child relationships.	7/3/2017 4:24 PM
14	Do not fully comprehend the reach and abilities of FSRV to comment.	6/30/2017 9:34 PM
15	Youth intervention	6/30/2017 11:34 AM
16	Help the children of abuse	6/30/2017 7:04 AM
17	Provide counseling and mentoring to children and youth!	6/29/2017 8:47 PM
18	Treatment	6/29/2017 2:08 PM
19	child therapy	6/29/2017 12:38 PM
20	guardianship	6/29/2017 12:33 PM
21	Enlisting/educating client and families of the importance of staying in school and aiding families or elders to transition out of abusive situations	6/27/2017 10:36 PM
22	Counseling Services	6/27/2017 2:07 PM
23	Youth development	6/26/2017 2:54 PM
24	Continue offering youth and family strengthening services through partnerships with community-based entities that families trust (after school programs, faith-based organizations, neighborhood associations) and home-based wraparound services	6/24/2017 2:09 AM
25	N/A	6/22/2017 12:51 PM
26	Counseling/mental health services for the needy	6/22/2017 7:59 AM
27	Help children and young families	6/21/2017 11:00 PM
28	treat mood disorders	6/21/2017 10:59 PM
29	anger management	6/21/2017 6:09 PM
30	I don't know.	6/21/2017 5:31 PM
31	One thing is important, I can name two: strong parent aide program and elder services mentioned above.	6/21/2017 5:11 PM

Q13 Are there other comments you would like to leave for our Strategic Planning Team to review?

Answered: 19 Skipped: 30

#	Responses	Date
1	More communication between departments. There seems to be a under current of doom and distrust that leaks out and gives me the impression there is instability. Our department lost 2 employees very quickly and it seemed they were unhappy and discouraged, unsupported. It was very distressing because it was the first time I began to feel a rumble and pattern in management that may have contributed to their leaving. We are suppose to help stop bullying in schools, yet there seems to be an air of bullying towards certain employees. There is a pattern and it is becoming obvious. Has anyone done a exit interview with employees that have left? Has the same issues come up? What is being done?	7/7/2017 11:42 AM
2	It is nice to know that the opinions of staff and others directly involved with the services provided are considered and valued.	7/7/2017 9:29 AM
3	What's realistically economically feasible along with the capacity to more adequately compensate counselors	7/6/2017 5:07 PM
4	NA	7/6/2017 4:53 PM
5	"This process of breaking the old habits and making new ones requires strategic planning. Your vision is your why, while your strategic plan is your how. Even though the details are essential and knowing your numbers are important, it is the burning desire in your heart that will get you to the outcome you expect." — Farshad Asl	7/6/2017 2:17 PM
6	It is difficult to rate programs as asked in question 2 to rate programs. I looked at counseling and the categories cannot be so easily separated.	7/6/2017 1:51 PM
7	NA	7/6/2017 9:44 AM
8	Goals to improve our reputation in the community as we have been chaotic and inaccessible for quite some time in regards to outpatient counseling. Also improving staff morale will be important as other agencies are seeing and hearing from us that our work environment is unhealthy.	7/5/2017 2:52 PM
9	I have worked with FSRV in various ways for over 10 years. It is hard for me to answer the majority of these questions because I don't feel like I know the organization well enough. From the outside, it seems that programs/services are extremely siloed. I get the sense that community partners, and probably clients and the general community, only know their "entry point" with the organization and don't have a real sense of everything FSRV does.	6/30/2017 10:24 PM
10	N/A	6/30/2017 9:34 PM
11	n/a	6/30/2017 11:34 AM
12	Thank you for serving the Roanoke valley - keep up the awesome work - it's needed!	6/29/2017 8:47 PM
13	We appreciate the services that you do provide.	6/27/2017 9:28 AM
14	Family Service's ability to bring partners together as a trusted leader with its long history of human services is a unique strength! FSRV has lifted up hope for families who are marginalized and have done so effectively over the years - you have friends who are willing to invest in FSRV. Go directly to those community members who believe in FSRV and get their support. Annual events that celebrate FSRV and its accomplishments succeed at fundraising (like your Tip a Celebrity event) but also visibly keep FSRV's friends aware of what this agency does to elevate families. Maybe have an anniversary celebration showcasing the agency's strengths every five years - cocktail party at the Patrick Henry bringing together those who are proud to be friends of FSRV ... Continually celebrate our valley's capacity to focus on families collaboratively! Children's Trust centers on avoiding child abuse; FSRV makes its mark elevating families' strengths as they overcome adversity and become what they are aiming to be! Lifting up hope and resiliency brings the community together with a positive vision!	6/24/2017 2:09 AM
15	I'm sorry my answers are not thorough, I just may not know enough about your organization to make informed decisions.	6/22/2017 12:51 PM
16	I truly do not know enough about the agency or its work--sorry.	6/22/2017 7:59 AM
17	just to say thank you for what you do in the community as a whole	6/21/2017 10:59 PM
18	Since John Pendarvis left, I have not felt that I was included in being able to provide input as to institutional memory or program enrichment	6/21/2017 6:09 PM
19	I appreciate the willingness of this agency to listen to community partners and try to fill identified gaps in the community.	6/21/2017 5:11 PM

Family Service Strategic Planning Focus Groups

Facilitator:
Erik Williams

- Introduction
- Purpose
- Overview of services and community support
- Start, stop, continue
- SOAR
- Wrap-up

Agenda



Family Service
of Roanoke Valley
Strengthen Families. Heal Trauma. Restore Hope.

Introductions



Family Service
of Roanoke Valley
Strengthen Families. Heal Trauma. Restore Hope.

Mission: Family Service improves life and restores hope to the most vulnerable of our neighbors, from the youngest children to the oldest adults, through prevention, counseling and support services.

Without Family Service:

- There is no community resource for mental health counseling for those who cannot afford it.
- Families with traumatized children, or children with behavioral or emotional challenges, would have even fewer treatment options.
- People in our community would continue to struggle with emotional health issues that keep them from leading happy, productive lives at home, at work and in their families.

Overview



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- **Strong team to support programs.**
 - Leadership is engaged in 32 community groups or coalitions.
 - Over fifty percent of the staff has been employed 5+ years!
- **Older Adult Services**
 - 100 percent of clients reported healthier relationships!
 - Greater than a 92 percent achievement rate for surveys that gauge ability for clients to improve their situation.
- **Counseling**
 - 91 percent of our clients reported feeling more hopeful and confident.
 - 95 percent of clients reported being able to set positive goals.
- **Youth Development**
 - Almost 300 hours of prevention programs were facilitated during Q1.
 - 95 percent stayed in their regular school and after school environments.
- **Community Outreach**
 - 186 community members attended 11 programs during Q1
 - Social media presence is growing!
- **Financial goal of \$276,990 through sponsorships, fundraising events and grants.**

Measures and Outcomes



As of the end of March 2017.

To hear the voice of stakeholders in the development of the FSRV strategic plan.

- What are we doing well?
- Where are our opportunities?
- Anything that we should consider as we plan to close service gaps?

Purpose



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- **10 minutes – write down your thoughts!**
 - Be open, honest and transparent.
- **Group Discussion on Strengths and Opportunities**
- **Information gathering/organize trends**
- **Develop recommendations for Aspirations and Results**
 - Draw consensus for 3-4 themes in each category (stop, start, continue and S.O.A.R)

Timeline



Start

- The agency is not doing, but should be.
- New ideas to consider.



Stop

- What's not working for the agency.
- What isn't gaining the desired outcome.
- The community dislikes.
- Proves to be impractical.



Continue

- What's working well and the community wants to keep.
- May be pieces of what to "stop".

Exercise



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START:

If money wasn't a factor, where would you invest?"

"Imagine having another person on your team. What project would you assign to them that we haven't yet begun?"

STOP:

On the flipside, you might hear team members say that although they enjoy a particular activity or initiative, they feel that it has run its course. Being able to stop something allows you to make room for other worthy pursuits. Just remember though that if you stop something, you need to consider who else in the company your decision may affect. If you find that what you'd like to

stop does involve people in a different department, you'll need to consult with them on what you'd like to do and genuinely consider their perspective before steamrolling ahead with your decision. You never know how much of an impact your decision will make, so be sure to ask before writing your decision in stone.

What would you cut from your workday if you had to leave early for vacation?"

"What activities do you mentally place at the bottom of your to-do list, even before you've written it?"

"Have you ever noticed an area of your job that consistently gets bumped to the next day or even next month? What is that and why is it so easy to defer until a later date?"

CONTINUE:

What is working well and what should we keep?

What we should we continue regardless of the funding or lack there of?

- Strengths
- Opportunities
- Aspirations
- Results (Metrics)

S.O.A.R.



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Strengths: Guiding question - What can we build on? 10 minutes

What makes Family Service of Roanoke Valley unique?

What does Family Service provide to our community that
is “first class”?

What is Family Services greatest asset?

What does Family Service do well?

What is our proudest accomplishment in the last two years? What was your role in
that accomplishment? (internal only)

How does Family Service use our strengths to improve the outcome for our
clients? (internal only)

Opportunities: Guiding question – What are our clients and community asking for? 10 minutes

How can we best meet the needs of our stakeholders, including:

Clients

Our community

Employees

Stakeholders (donors, investors, etc.)

What are the top three opportunities on which Family Service should focus in the next three to five years?

How can we differentiate Family Service in the Roanoke area from others in our field?

What, if any, are possible new programs, services, or processes we should explore?

What new skills do we need to move forward? (internal only)



A presentation slide titled "Slide 10" containing a list of four items: Strengths, Opportunities, Aspirations, and Results (Metrics). The word "SOAR." is displayed in large red letters below the list. A red horizontal bar is at the top, and the Family Service of Roanoke Valley logo is at the bottom right.

- Strengths
- Opportunities
- Aspirations
- Results (Metrics)

S.O.A.R.


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Start, Stop, Continue Exercise Results – 10 minutes

Moderator will present the group with the results from the Start, Stop, Continue exercise and bring these items into the conversation around strengths and opportunities before continuing on with the SOAR exercise. We will be moving from the individual thoughts (start, stop, continue) to the group responses (strengths and opportunities) and then bringing those individual and group responses together.

Aspirations: Guiding question – Who do we want to be for our clients and community? 10 minutes

Reflecting on the strengths, opportunities, and start, stop, continue exercise, who is Family Service? Who should Family Service become? Where should we go in the future?

What are we deeply passionate about as an organization?

What strategic initiatives would support these aspirations?

What is our most compelling aspiration? (internal only)

Results: Guiding question – How do we know we are succeeding? 10 minutes

What meaningful measures would indicate that we are on track to achieving our goals?

How will our community know that we are achieving our goals?

What resources are needed to implement our most vital projects?

What are the best rewards to support those who achieve our goals? (internal only)

Closing



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Appendix D



Family Service of Roanoke Valley

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Mission:

Family Service improves life and restores hope to the most vulnerable of our neighbors, from the youngest children to the oldest adults, through prevention, counseling and support services.

Areas of expertise:

Dynamic, multi-service agency that has served a diverse population of clients by providing critical services to Roanoke Valley residents since 1901.

- marital and relationship difficulties
- parent-child issues
- domestic violence
- anger management
- play therapy
- faith-integrated counseling
- grief and loss
- depression or anxiety
- substance abuse or other addictive behaviors
- work or school problems
- stress or trauma

Leadership Team:

Sharon Jarrett Thacker, MSW, President & CEO: nearly 30 years of experience with managing family service organizations

Joan Bird, Chief Administration Officer

Ruth Cassell, Chief Development Officer

Cathy Thompson, M.Ed., Director of Older Adult Services: holds professional certificates in Gerontology, Aging Services, and mediation. 20 years' experience at Family Service

Karen Pillis, M.S., Director of Youth Development: serves on many community committees and boards; 8 years' experience at Family Service

Jamie Starkey, MSW, Director of Health and Wellness Interpreters of Roanoke Valley

Programs:

We offer programs and services on a sliding fee scale so clients can afford the help they need.

Counseling—The goal of Counseling is to improve emotional wellness by increasing positive psychological, social, and occupational functioning through affordable, accessible, client-centered services. Family Service assists individuals in addressing basic mental/emotional wellness. Our counselors facilitate the development of coping and stress management skills, which provide the resiliency individuals need to manage day-to-day life challenges and lead productive healthy lives.

AS A RESULT OF OUTPATIENT COUNSELING:

91% of clients reported feeling more hopeful and confident

95% of clients reported being able to set positive goals

Older Adults—*The goal of Older Adult Services is to restore emotional well-being for adults 55 and older, as well as disabled persons, and their caregivers through counseling, case management and education. With our counselors, clients set goals to enable them to manage major changes and stresses in life. They achieve increased ability to identify and implement specific skill sets, engage in healthy interpersonal communication, and identify and use available resources. Their confidence to manage everyday life challenges increases.*

AS A RESULT OF ADULTS PLUS COUNSELING:

- 100%** of clients reported healthier relationships
- 92%** of caregivers reported improvement of formulating effective coping strategies
- 93%** of clients reported improved physical health

Youth Development—

- **Positive Youth Development: TOP® and Positive Action—***The goal of TOP® and Positive Action is to promote school attendance, academic success and graduation by strengthening the self-image, self-control and goal-setting abilities of local youth. The peer group environment is physically and emotionally safe for youth who otherwise have difficult lives.*
- **Intervention: Intensive In-Home, Day Treatment, Community Counseling—***The goal of Youth Intervention is to enhance children's mental health by strengthening the developmental assets needed to succeed at home, in school and in the community. The programs also aid youth in avoiding negative outcomes such as removal from home or school, and modifying disruptive behaviors.*

AS A RESULT OF YOUTH DEVELOPMENT SERVICES:

- 96%** showed improvement toward their social competency and recreational activity goals
- 95%** stayed in their regular school and after school environments

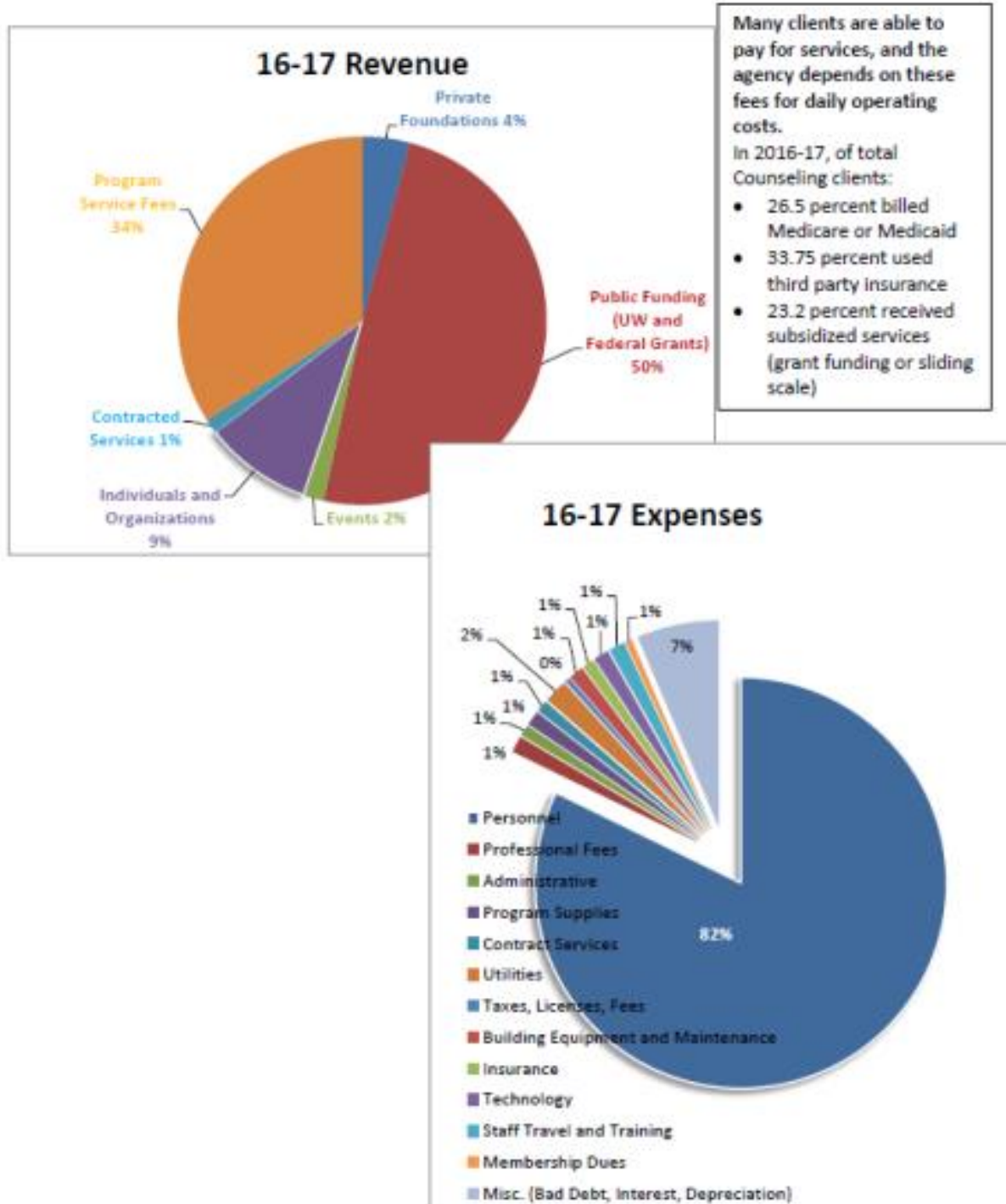
Family Service is Most Proud to:

- Train the next generation of mental health professionals through internships and residencies
- Treat children, teens, adults, families, couples and older adults who could otherwise not afford counseling
- Provide positive adult role models and service learning opportunities to at-risk youth
- Offer expertise in play therapy and gerontology
- Make mental health services available across the lifespan

Without Family Service:

- There is no community resource for mental health counseling for those who cannot afford it
- Families with traumatized children, or children with behavior or emotional challenges, would have even fewer treatment options. There are already waiting lists at all private and public mental health counseling and psychiatry offices throughout the Valley.
- People in our community would continue to struggle with emotional health issues that keep them from leading happy, productive lives at home, at work and in their families.

The Big Picture: Operating on a \$1.8 million budget, Family Service depends on the support of generous donors, corporate sponsors, local, state and federal grants, allocations from United Way, and public funding. Insurance reimbursements and program service fees paid by clients do not cover all the costs associated with mental health care.



Appendix E

Family Service of Roanoke Valley Community Focus Group Trend Analysis

Strategic Planning Environmental Scan Part 1 of 2

Community Focus Group Results from June 29

Start, Stop, Continue

START RESULTS:

Thorough Assessments upon Intake to position them for outside referral/services

Telemedicine

More community education opportunities around FSRV/increased outreach (2)

Opioid-crisis response/formalized services for families dealing with (2)

Capacity building for after-school/youth programs, train others in the community

Lobbying

Summer day camps for youth/children with special/behavioral needs

Community Counseling for individuals with developmental disabilities

Health Food Access

Expand programs that allow children to be in the main stream

Holistic approach to clients and their families, support families with a family member

with mental health issues (2)

Intensive counseling for children who have day treatment at school or private insurance

Support for youth transitioning to adulthood

Support for youth in homeless families

STOP RESULTS:

Any service that requires competencies among staff that is difficult or costly to maintain

Focusing on one age group to the detriment of others

Low-impact activities

Providing youth services at non highly engaged sites

Duplicating services in the community

DV counseling

CONTINUE RESULTS:

On-site youth counseling/services – continue youth counseling in general (2)

Intensive in-home services

Outreach and focus to combat mental health stigma (2)

Sliding fee-scale services for counseling (4)

Counseling for anyone in need from children to adults

Celebrity Tip-Off

Non-profit status support by partnerships

Build strong-measurable tools for program success/effectiveness

TOP @ key sites, Craig County, Community Outreach Program, West End Center, Boy and Girls Club, Presbyterian Community Center, Community Youth Partnership

TOP and youth prevention/mentoring (5)

Continue hiring bright, young counselors and increase retention

Clinical staff community connections

Strengths, Opportunities, Aspirations, Results

STRENGTHS:

History

The population we serve (without means), i.e. sliding fee scale clients

Play therapy

Counseling services/community counseling **

Spectrum of clients/services

Our ability to meet them where they are

Mainstreaming across the life span

“We look to fill the gaps”

for-profit vs. non-profit and our willingness to adapt

TOP – well done/run **

Leadership

Ability to do more with less/thought of as innovative

Location – helps with transit issues

Carilion Clinic Hospice Partnerships

Leveraging partnerships, i.e. domestic violence partnership

We are present/there for conversations with partners **

Translator grant

Good outcomes

You are seen as credible/good reputation **

OPPORTUNITIES:

Meet them where they are, take care to the people who need it **

Training others around clients, present a holistic approach to the client/family

Help staff adapt

Increased partnerships especially with providers

Increase sliding-fee scale capacity

More after-school programs

Early adoption of technology

Take a look at impact of case management (United Way Hub model)

Lead around complex nature of mental health issues

Differ on service delivery – let the chips fall where they may

We must deliver or who else will?

Partnerships/shared services/mergers

Position ourselves for financial stability

ASPIRATIONS:

Become the experts

First thought for resources

Referral hub, look at referral vs. assessment. Look at 211 data on calls, their model of referral vs. an assessment

The people who need us can't get to or afford us, change that

Get the word out more, public education about our agency **

Agency name, does our name say what we do or who we want to be

Enhance brand image

RESULTS:

Measuring success in this field can be difficult

Increase staff longevity

Be financial stable

Increased name reputation

More we serve – the more appreciative the community is

Enhance the quality of life for our clients

More vocal and visible in our community

Maintaining quality and high standards

Ability to weather storm of unknowns

Prove the effectiveness of FSRV to our community

Community Focus Group Results from July 6

Start, Stop, Continue

START RESULTS:

Administrative Assistant for CFO

Consolidate counseling services with another agency or healthcare facility

Teen outreach program for LEP population (Hispanic population)

Health counseling, especially teens in an effort to help them make better health choices

Multi-generational programs

Mentorship program

Connect human service resources in the community

Housekeeping inside the building, clean up, new paint

Become Roanoke's center for trauma informed care for children and families

Counseling for families in other locations

Broader involvement in advocacy efforts and policy implementation

Paid training for staff to be DBT and EMDR certified

Programs for family members of those in recovery

STOP RESULTS:

Renew the "life" of positive action for elementary students, new fresh ideas needed

The Wait List

Providing Counseling

Domestic Violence Offender Education Program

CONTINUE RESULTS:

Guardianship

TOP (5)

Older adult services

Caregiver counseling

Care for the uninsured, sliding fee scale (2)

Parent-child issues to strengthen families (2)

In-home for services at risk youth

Domestic violence services (2)

Language access grant

Individual & group counseling

Counseling – although changes in format may be necessary (3)

Strengths, Opportunities, Aspirations, Results

STRENGTHS:

Effective play therapy

Counseling

Domestic violence/anger management

Language Access Grant **

Location/bus line/after hours **

Prevention services for youth

Care for elderly

Services through the life span

Affordable services

Flexibility and access to counselors

Bringing services to where they are needed

What are we duplicating?

Strong willingness to provide cultural competent care **

LOA contracts for caregiver counseling

Grief counseling

Youth services/build trust and relationship with clients and community

Relationships with partners ensure consistency

Day treatment into facilities

OPPORTUNITIES:

More TOP training for providers, get to know staff

DBT and EMDR counseling

Need to address Trauma

Need to address substance abuse

Grief and loss counseling for middle/high school groups

Substance abuse focus

Eliminate waiting list

Hub for counseling services/referrals

New frame work for counseling

Broker for services

More centralized intake

Children and their families need counseling

Counseling outside of agency in the community/partner agencies

Satellite counseling locations

Consortium for sliding fee/free counseling

Outreach/education around seeing counselors

Paid training for staff

Consolidate

Merger

Look at duplication of services

Need for guardianship in the community

ASPIRATIONS:

Providing hope

Clients best interest at heart

Effective communications

More partners/collaboration

Community Health Provider

United Way Hub Model/FSRV as voice for mental health

Who do we serve?

Strong focus on prevention

Don't always follow the money

Strengthen personal connections at the citizen level

RESULTS:

Shared database of metrics at the community level

Referrals/reduced wait times

New improved programs

Show responsiveness

eligibility referral/resources

Community Focus Group Results from July 7

Start, Stop, Continue

START RESULTS:

Regularly scheduled outreach presentations or topical training for community (2)

Convener of comprehensive services with complimentary providers

Increase awareness of services

Consider for-profit partners or non-traditional partners

Follow-up case management for families receiving services

Psychiatry services

Expand bilingual counseling services

Parenting classes with follow-up by social worker or counselor

Expand older adult services

Central resource for older adults, may need counselor but access for other needs

Expand TOP

Teen camp over the summer

Youth work in private/homeschool setting

Group counseling for foster/adoptive parents (2)

Parenting classes

Case management for families with intensive needs

STOP RESULTS:

Adult/older adult work to expand youth services

Duplicative work/services

Counseling services provided by others, faith integrated, couples/marriage, not enough referrals to make profit

CONTINUE RESULTS:

Pedal up program

Middle school work

TOP (4)

Replicate PCC programming at additional locations

Outreach to faith community

Serving individuals regardless of their ability to pay (3)

Celebrity Tip-Off

Programs that maximize revenue

Child and family services (continuum of care)

Child play therapy

Partnership with Carilion Hospice

Growing number of counselors for play therapy, trauma therapies

Strengths, Opportunities, Aspirations, Results

STRENGTHS:

Long term history

Celebrity Tip-off, its message and outreach

Depth/quality for youth programs, first option for youth **

TOP is first class

Evidence based play therapy

Sliding fee scale, large for our size of agency as whole

Guardianship

Overall commitment to excellence

Strong leadership/commitment

Holistic approach to family **

Strong commitment from TOP clients to staff and vice versa

Play therapy

Grief loss programming

Youth is an asset program, staff is bedrock

Organizations adaptability

Reputation of therapists/up to date

Staff is an asset

Just a good solid reputation

Ruth and support staff/development efforts

Sharon/leadership

Our facility/location

Aggressively go after things that enhance the agency

Language access grant/interpreters **

Reach out and work with partner agencies and other non-profits

TOP **

Integration with school systems

Created and successful fundraiser

OPPORTUNITIES:

Interpreter services/growing the base and supporting therapists

Substance abuse counseling

Staff development in general

Growing as an agency

Fundraising/new non-traditional revenue stream

Scale back some to ramp up others

Focus on strengths

Shift to group therapy

Increased partnerships

Increased communications on what all we do

Marketing to increased populations

Balance non-payers with payers

Increasing accessibility to children

Increase territory for recruitment, make employment attractive

Create a training program

Attract and retain the best, competitive pay

Partnerships to increase capacity for payers, collaborative model

Parenting program/new parent programs

Differentiate programming from others

Parent education

Bolster youth

Hire more staff

Grow parent services to support youth services

In-home services

Place based services? Depends on the service

Short-term juvenile residential program

Long-term financial stability

Psychiatric services

Think of holistic “health” for our community

Family foster homes for youth

ASPIRATIONS:

Become one stop shop, continue to provide services with honor and dignity

Physical space growth

Hold onto our past/strengths

Youth at the center

Commitment and quality of staff

Premier provider of services to our community

Emphasize holistic approach

Trauma informed center

RESULTS:

Drop-out rate reduction

More productive citizens

Reduce poverty in our community

Reduce crime rate/teen pregnancy

One stop for families and children

Fewer placement distributions, people are not constantly referred

Increased mental wellness opportunities for refugees